Building a Strong, Positive Image for New Brunswick

An Action Plan

An Action Plan

The proposed action plan is based on the findings of the consultants, Lippincott and Margulies. As a means of summarizing their report, and laying a foundation for the action steps, the following is offered.

Background

1. Verbal Message

The consultants found that "no balanced factual statement exists about the province." The "message" about our province historically has been splintered, occasionally apologetic, and inconsistent. Included in the report is a "Positioning Platform" that not only makes a positive, general statement about New Brunswick, but sets the tone for other statements that may require a more specific content. Future messages about the province will follow Lippincott and Margulies' lead.

2. Visual Message

Visual messages have been fragmented, contributing to the inconsistent image of New Brunswick. Lippincott and Margulies have provided us with a graphic "look," or wordmark, which features the name "New Brunswick." This "look" will become a consistent image for all visual or graphic representations from the Government.

3. Provincial Pride and Loyalty

Lippincott and Margulies brought to our attention that New Brunswickers are proud people, but their pride tends to be focused more locally than provincially. The action steps will focus on harnessing local pride, but using it to help build the provincial image.

4. Public Perceptions in Canada

Focus group research revealed some disturbing misperceptions about the province. So strong were these misperceptions that, in many cases, positive statements about New Brunswick were rejected because they were too much in contrast with entrenched images. Many of these were based on the economy, stemming from the image of a "have not" province. The action steps reflect a program designed to project a more upbeat image of the province, specifically aimed at economic performance and potential.

5. Awareness Outside Canada

Lippincott and Margulies state that "general awareness of New Brunswick outside Canada is limited to New England." Although this is not a surprise, it does focus attention on the different tasks involved in establishing initial awareness versus overcoming negative perceptions. The action steps reflect selective awareness building in our high priority markets.

Positioning Platform

The Positioning Platform recommended by Lippincott and Margulies and approved by the Province is as follows:

GEOGRAPHIC LOCATION: ATLANTIC CANADA

More than 100 million people live within 1,000 miles (1,600 km) of New Brunswick. Strategically, from a trade point of view, New Brunswick provides a geographical link between Europe, Central Canada and the northeastern United States. From a tourism point of view, New Brunswick is the gateway to the Maritimes from both the rest of Canada and the U.S.A. It is bordered by the Gulf of St. Lawrence, the Bay of Fundy, Nova Scotia, Quebec and Maine.

LANDSCAPE: BEAUTIFUL

Diversity and natural beauty predominate. The coastline of the northeast (shallow shelf with miles of sandy beaches making the water warm in the summer) contrasts with the southern Fundy coast (rough, rocky shores featuring the world's highest tides). Inland, New Brunswick has dense evergreen forests. Salmon rivers, among the most prolific anywhere, flow to the north, east and south coasts. Protection of forests, rivers, air and ground water is a high priority of the provincial government.

PEOPLE AND CULTURE: DIVERSE AND FRIENDLY

A diversity of cultural backgrounds provides interesting contrasts from one region of the province to another. New Brunswickers are friendly, resourceful people. New Brunswick is Canada's only province which is officially bilingual: English and French.

BUSINESS CLIMATE: POSITIVE AND WELCOMING

In recent years, New Brunswick's economy has outpaced the region and, in fact, most of the other Canadian provinces, in terms of growth. The four major industries are forestry, mining, tourism and manufacturing. Agriculture, fishing and aquaculture are also significant sectors. World-recognized expertise exists in areas such as forestry management, coated paper production and digital mapping. The provincial government exhibits fiscal responsibility.

LIFESTYLE: SPECIAL

New Brunswickers enjoy ready access to varied recreational and leisure opportunities in all seasons. Social services (schools, hospitals, etc.) are of high

quality and are available to all residents. Crime rate is low, streets are safe and clean, and housing is more affordable than in many other parts of North America.

Strong, Positive Image

The following policies and programs are being adopted as a means to build a strong, positive image of the province:

1. The image and the reality of New Brunswick that we will project provincially, nationally and internationally is the vision set forward in "Toward 2000."

(Office of the Premier)

2. An advisory group of New Brunswick citizens will be appointed to propose to the Government new and creative ways of enhancing the provincial image.

(Office of the Premier)

3. In all of its communications, both verbal and written, the Government will emphasize the positive aspects of the province. The private sector and individual citizens will be encouraged to do the same.

(Office of the Premier)

4. An implementing committee has been established which is responsible for the co-ordination and general management of all image development programs.

(Communications New Brunswick)

5. An image-tracking research program will be established to measure annual changes in awareness, attitudes and perceptions among key audiences.

(Tourism, Recreation and Heritage)

6. For the purposes of visual identification, the Government has adopted as a wordmark a simplified version of the galley that is on the provincial flag placed between the words "New" and "Brunswick."

(Communications New Brunswick)

7. For international usage, the wordmark will have the word "Canada" located immediately under "New Brunswick" printed in the same shade of green and using the same type face. The Canada wordmark may also be used where circumstances warrant.

(Communications New Brunswick)

8. A visual identity manual will be produced defining the graphic standards and specifications for the use of the wordmark.

(Communications New Brunswick)

9. The Government will copyright the wordmark so that the application and quality of reproduction can be controlled.

(Communications New Brunswick)

10. The use of the coat-of-arms generally will be restricted to legal and state documents involving the Lieutenant-Governor and the Executive Council.

(Communications New Brunswick)

11.The wordmark will be adopted over a two-year period as existing supplies of documents, publications and signs are renewed.

(Supply and Services)

12. Crown corporations and wholly funded agencies of the Government will be required to adopt the new wordmark as their primary identifier unless a specific exemption has been approved by the Executive Council.

(Executive Council Office)

13. The Executive Council may grant permission for the use of existing logos or special symbols (e.g. New Brunswick Grown) provided they are clearly used in a subsidiary role to the provincial wordmark.

(Executive Council Office)

14. Municipalities will be encouraged to incorporate the provincial wordmark into their own promotion and identification programs.

(Municipal Affairs)

15. Regional industrial commissions will be encouraged to use the provincial wordmark in their promotion programs.

(Commerce and Technology)

16. New Brunswick manufacturers, processors and producers will be encouraged to use the provincial identity mark on their packaging and in their advertising.

(Commerce and Technology)

17. The Government will work with the Senior Citizens' Federation to recruit seniors as Goodwill Ambassadors for New Brunswick both within the province and in other areas to which they travel.

(Health and Community Services)

18. The Government will introduce a New Brunswick Ambassador program to promote the image of New Brunswick in areas outside the province.

(Office of the Premier)

19. The Government will work with the Youth Council of New Brunswick to recruit Youth Ambassadors to promote a knowledge and pride of the province among the students of New Brunswick.

(Office of the Premier)

20. A program will be introduced within the government service to make employees more aware of their responsibilities in representing the province both to its citizens and to people outside the province.

(Board of Management)

21. The Government will publish and widely distribute within the province an annual report on New Brunswick's progress and accomplishments.

(Policy Secretariat)

22. The Government will utilize the opportunities provided by appearances at various national and international trade shows to provide special material and displays designed to enhance the image of the province.

(Commerce and Technology)

23. The Province will organize and sponsor New Brunswick events in major cities in Canada and the United States.

(Commerce and Technology)

24. The Government will institute a continental mailing list for goverment publications similar to the international mailing list currently in use. The list will consist of "decision-makers" in government, financial firms, investment dealers and companies of interest to the province.

(Communications New Brunswick)

25. The Government will publish a quarterly newsletter and distribute it to our international and continental mailing lists.

(Communications New Brunswick)

26. The Government will encourage the use of the wordmark by all sport organizations in the lettering of team uniforms and in the materials produced for hosting sports events.

(Tourism, Recreation and Heritage)

27. Municipalities and other owners of sport facilities will be encouraged to use the wordmark in a publicly visible way.

(Tourism, Recreation and Heritage)

28. The Government will provide school libraries and reading rooms with a variety of written and visual material so that students can develop a greater knowledge and appreciation of the province.

(Education)

29. The Government will supply bookstores and libraries in the province with New Brunswick bookmarks.

(Tourism, Recreation and Heritage)

30. The Government will sponsor a contest for New Brunswick artisans and craftpersons to design a standard award based on the provincial wordmark, to be used by departments and agencies for annual departmental award events.

(Tourism, Recreation and Heritage)

31. A special promotion program featuring New Brunswick achievers and achievements will be introduced.

(Commerce and Technology)

32. The Government will make "New Brunswick Day" a more significant celebration to foster provincial pride by promoting our lifestyle and our achievements. The program will be designed to get New Brunswickers involved.

(Tourism, Recreation and Heritage)

33. A committee of ministers has been appointed to co-ordinate and monitor provincial government initiatives that are directed toward the clean-up and beautification of New Brunswick highway corridors.

(Policy Secretariat)

34. The Government will introduce a Rural Beautification Program to enhance the appearance of our rural areas.

(Agriculture)

35. A strategy, designed to foster and proclaim New Brunswick's unique cultural identity, will be tabled by the Department of Tourism, Recreation and Heritage during the fall sitting of the legislative assembly. The strategy will focus on raising the province's profile to residents and visitors.

(Tourism, Recreation and Heritage)

36. The Government will undertake a program of audio recording and distribution of the music of New Brunswick to create an awareness of the musical richness of the province.

(Communications New Brunswick)

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Création d'une image
du
Nouveau-Brunswick
forte et positive

Plan d'action

Plan d'action

Le plan d'action proposé est le fruit des recherches menées par les experts-conseils Lippincott et Margulies. Le présent document vise à résumer le rapport remis par ces derniers et à ainsi poser les assises des mesures préconisées.

Historique

1. Message verbal

Les experts-conseils ont découvert que la province n'a pas vraiment d'image de marque. L'image que les gens ont toujours eu de notre province est fragmentée et illogique; on va même, à l'occasion, jusqu'à s'en excuser. Figure également dans le rapport un programme de positionnement qui non seulement fait la promotion d'une image positive du Nouveau-Brunswick, mais qui servira de modèle pour les autres affirmations qui pourraient nécessiter plus de spécificité. Les messages que nous transmettrons de la province devront suivre le modèle de Lippincott et de Margulies.

2. Message visuel

Les messages visuels étaient fragmentés, contribuant ainsi à créer une image illogique du Nouveau-Brunswick. Lippincott et Margulies nous ont fourni un logo, ou un mot-symbole, dans lequel figure le mot Nouveau-Brunswick. Ce logo devra être utilisé pour toutes les représentations graphiques et visuelles du gouvernement.

3. Fierté et loyauté à l'égard de la province

Lippincott et Margulies ont attiré notre attention sur le fait que les Néo-Brunswickois sont des gens fiers, mais que leur fierté tend à être axée davantage sur une région que sur la province. Donc les mesures devront, à partir de la fierté locale, se traduire par le développement de l'image provinciale.

4. Perceptions du public canadien

Des groupes de discussion ont révélé que les gens ont de fausses conceptions parfois troublantes sur la province. En outre, ces fausses conceptions sont si ancrées que, dans plusieurs cas, des affirmations positives au sujet du Nouveau-Brunswick ont dû être rejetées à cause d'elles. La plupart de ces fausses conceptions ont trait à l'économie, étant basées sur l'image que le Nouveau-Brunswick est une province "pauvre". Les mesures préconisées s'appuient sur un programme conçu pour promouvoir une meilleure image de la province, axée plus particulièrement sur son rendement économique et son potentiel.

5. Notoriété à l'extérieur du Canada

Lippincott et Margulies ont déclaré que "la notoriété générale du Nouveau-Brunswick se limite à la Nouvelle-Angleterre". Bien que cela ne soit pas étonnant, cette affirmation attire l'attention sur les différentes tâches qui doivent être acccomplies pour, au moins, faire connaître la province comparativement à celles qui sont nécessaires pour surmonter les conceptions négatives sur la province. Les mesures proposées prévoient un programme sélectif de promotion de la province destiné à nos marchés cibles.

Programme de positionnement

Voici le programme de positionnement recommandé par Lippincott et Margulies qui a été approuvé par la province :

SITUATION GÉOGRAPHIQUE : PROVINCES ATLANTIQUES

Plus de 100 millions de personnes vivent dans un rayon de 1 000 milles (1 600 km) du Nouveau-Brunswick. Stratégiquement, du point de vue des échanges commerciaux, le Nouveau-Brunswick a des liens géographiques avec l'Europe, les provinces centrales du Canada et le nord-est des États-Unis. Du point de vue touristique, le Nouveau-Brunswick est la porte des Maritimes, et ce, tant pour le Canada que pour les États-Unis. En effet, le Nouveau-Brunswick est délimité par le golfe du Saint-Laurent, la baie de Fundy, la Nouvelle-Écosse, le Québec et le Maine.

PAYSAGE : ENCHANTEUR

La diversité et la beauté naturelle des paysages priment. La côte du nord-est (plateau peu profond offrant des plages sablonneuses d'eau chaude en été, et ce, sur de nombreux kilomètres) contraste vivement avec la côte du sud-est de la baie de Fundy (rives rocailleuses et accidentées où l'on retrouve les plus hautes marées au monde). À l'intérieur, le Nouveau-Brunswick regorge de forêts denses de conifères. Les rivières où foisonnent le saumon, comptant parmi les plus prolifiques du monde, coulent sur les côtes nord, est et sud. La protection des forêts, des rivières, de l'air et de l'eau fait partie des priorités du gouvernement provincial.

GENS ET CULTURES : VARIÉS ET INVITANTS

La diversité culturelle offre d'intéressants contrastes d'une région à l'autre. Les Néo-Brunswickois sont des gens amicaux et ingénieux. En outre, le Nouveau-Brunswick est la seule province officiellement bilingue : l'anglais et le français en étant les langues officielles.

CLIMAT COMMERCIAL : FAVORABLE

Au cours des dernières années, la croissance économique du Nouveau-Brunswick a été la plus élevée de la région, et même plus élevée que la plupart des autres provinces canadiennes. Les quatre grands secteurs d'activité sont l'exploitation forestière, les mines, le tourisme et la fabrication.

L'agriculture, la pêche et l'aquaculture y jouent également un rôle de premier plan. Le monde entier reconnaît l'expertise du Nouveau-Brunswick dans les domaines de l'aménagement forestier, la production de papier enduit et la cartographie par ordinateur. En outre, le gouvernement provincial exerce une bonne gestion financière.

STYLE DE VIE : PARTICULIER

Les Néo-Brunswickois ont accès à une variété d'activités de détente et de loisirs, et ce, en toute saison. Les services sociaux (écoles, hôpitaux, etc.) sont de grande qualité et tous les résidents de la province y ont accès. Le taux de criminalité y est faible, ses rues sont sûres et propres. De plus, les logements sont parmi les plus abordables en Amérique du Nord.

Image positive et forte

Voici les stratégies et les programmes qui ont été adoptés en vue de créer une image positive et forte de la province :

1. L'image et la réalité du Nouveau-Brunswick que nous projetterons tant dans la province qu'au pays et à l'étranger, c'est la vision mise de l'avant dans "Vers l'an 2000"

(Cabinet du premier ministre)

2. Un groupe consultatif sera formé de résidents du Nouveau-Brunswick afin qu'il propose au gouvernement des façons nouvelles et créatives de mettre en valeur l'image de la province.

(Cabinet du premier ministre)

3. Dans toutes ses communications verbales et écrites, le gouvernement soulignera les aspects positifs de la province. On encouragera le secteur privé et les citoyens à faire de même.

(Cabinet du premier ministre)

4. On a constitué un comité de mise en oeuvre qui sera chargé de la coordination et de la gestion générale de tous les programmes de mise en valeur de l'image de la province.

(Communications Nouveau-Brunswick)

5. On établira un programme de recherche afin d'assurer le suivi de l'évolution de l'image et d'évaluer les changements annuels dans la sensibilisation, les attitudes et les perceptions parmi des auditoires choisis.

(Tourisme, Loisirs et Patrimoine)

6. À des fins d'identification visuelle, le gouvernement a adopté comme mot-symbole une version simplifiée de la galère qui apparaît sur le drapeau provincial entre les mots "Nouveau" et "Brunswick".

(Communications Nouveau-Brunswick)

7. Pour l'usage international, le mot-symbole comprendra le mot "Canada" immédiatement sous "Nouveau-Brunswick", lequel sera imprimé dans le même ton de vert et avec le même oeil de caractère. Le mot-symbole du Canada peut aussi être utilisé selon les circonstances.

(Communications Nouveau-Brunswick)

8. On produira un manuel sur l'identité visuelle qui définira les normes et les modalités d'utilisation du mot-symbole.

(Communications Nouveau-Brunswick)

9. Le gouvernement protégera le mot-symbole de droits d'auteur afin d'en contrôler l'usage et la qualité de reproduction.

(Communications Nouveau-Brunswick)

10. L'utilisation du blason sera réservé aux documents juridiques et aux documents d'État qui engagent le lieutenant-gouverneur et le Conseil exécutif.

(Communications Nouveau-Brunswick)

11. Le mot-symbole sera adopté sur une période de deux ans au fur et à mesure que seront renouvelés les stocks actuels de documents, de publications et de panneaux de signalisation.

(Approvisionnement et Services)

12. Les sociétés de la Couronne et les organismes entièrement financés par le gouvernement devront adopter le nouveau mot-symbole comme leur principal identificateur, à moins d'en être expressément exemptés par le Conseil de gestion.

(Bureau du Conseil exécutif)

13. Le Conseil exécutif peut permettre l'utilisation des logos existants ou des symboles spéciaux tels que, par exemple, la couronne du Nouveau-Brunswick, qui ne servent clairement que de complément au mot-symbole.

(Bureau du Conseil exécutif)

14. On encouragera les municipalités à incorporer le mot-symbole provincial dans leurs propres programmes de promotion et d'identification.

(Affaires municipales)

15. On encouragera les commissions industrielles régionales à utiliser le mot-symbole dans leurs programmes de promotion.

(Commerce et Technologie)

16. On encouragera les fabricants, les transformateurs et les producteurs à utiliser le mot-symbole sur leurs emballages ainsi que dans leur publicité.

(Commerce et Technologie)

17. Le gouvernement travaillera avec la Fédération des aînés afin de recruter des citoyens âgés comme ambassadeurs de bonne volonté pour le Nouveau-Brunswick, tant dans la province qu'en dehors.

(Santé et Services communautaires)

18. Le gouvernement introduira un programme d'ambassadeurs du Nouveau-Brunswick pour promouvoir l'image de la province à l'extérieur.

(Cabinet du premier ministre)

19. Le gouvernement travaillera avec le Conseil de la jeunesse du Nouveau-Brunswick afin de recruter des ambassadeurs de la jeunesse de façon à promouvoir une connaissance et une fierté de la province parmi les étudiants du Nouveau-Brunswick.

(Cabinet du premier ministre)

20. On adoptera un programme au sein des services gouvernementaux pour sensibiliser davantage les employés à leurs responsabilités en tant que représentants de la province aux yeux des résidents que des non-résidents.

(Conseil de gestion)

21. Le gouvernement publiera un rapport annuel sur les progrès et les réalisations du Nouveau-Brunswick qui sera distribué partout dans la province.

(Secrétariat de la politique)

22. Le gouvernement profitera des occasions qui se présentent dans le cadre de sa participation à diverses foires commerciales à l'échelle nationale et internationale pour faire valoir de la documentation et des présentations spéciales conçues pour améliorer l'image de la province.

(Commerce et Technologie)

23. La province organisera et parrainera des manifestations axées sur le Nouveau-Brunswick dans les grandes villes du Canada et des États-Unis.

(Commerce et Technologie)

24. Le gouvernement créera une liste d'envoi nord-américaine pour les publications gouvernementales, qui est semblable à la liste d'envoi internationale actuellement en usage. Cette liste sera constituée de décideurs du gouvernement, d'entreprises financières, de courtiers en valeurs immobilières et d'entreprises d'intérêt pour la province.

(Communications Nouveau-Brunswick)

25. Le gouvernement publiera un bulletin trimestriel et le distribuera à l'aide de ses listes d'envoi internationale et nord-américaine.

(Communications Nouveau-Brunswick)

26. Le gouvernement favorisera l'utilisation du mot-symbole par toutes les organisations sportives dans le lettrage des uniformes d'équipe et dans les publications en vue de la tenue de manifestations sportives dans la province .

(Tourisme, Loisirs et Patrimoine)

27. Les municipalités et les autres propriétaires d'installations sportives seront incités à utiliser le mot-symbole et à le mettre bien en vue du public.

(Tourisme, Loisirs et Patrimoine)

28. Le gouvernement fournira aux bibliothèques scolaires et aux salles de lecture une variété de documents écrits et visuels pour que les élèves acquièrent plus de connaissances sur la province et l'apprécient davantage.

(Éducation)

29. Le gouvernement fournira aux librairies et aux bibliothèques des signets du Nouveau-Brunswick.

(Tourisme, Loisirs et Patrimoine)

30. Le gouvernement parrainera un concours pour les artisans du Nouveau-Brunswick afin de concevoir un prix type inspiré du mot-symbole provincial que les ministères et organismes utiliseront au cours de cérémonies de remise annuelles.

(Tourisme, Loisirs et Patrimoine)

31. On mettra sur pied un programme spécial de promotion axé sur les personnalités et les réalisations du Nouveau-Brunswick.

(Commerce et Technologie)

32. Le gouvernement donnera plus d'importance au "Jour du Nouveau-Brunswick" et en profitera pour favoriser notre fierté provinciale par la promotion de notre mode de vie et de nos réalisations. Le programme visera à obtenir la participation des Néo-Brunswickois et des Néo-Brunswickoises.

(Tourisme, Loisirs et Patrimoine)

33. Un comité de ministres a été nommé pour coordonner et surveiller les initiatives du gouvernement provincial qui sont axées sur l'embellissement des corridors routiers.

(Secrétariat de la politique)

34. Le gouvernement lancera un programme d'embellissement rural pour améliorer l'apparence de nos régions rurales.

(Agriculture)

35. Une stratégie, conçue pour proclamer et promulguer l'identité culturelle unique du Nouveau-Brunswick, sera déposée par le ministère du Tourisme, des Loisirs et du Patrimoine au cours de la séance d'automne de l'Assemblée législative. L'objectif de cette stratégie est de rehausser le profil de la province aux yeux des résidents et des touristes.

(Tourisme, Loisirs et Patrimoine)

36. Le gouvernement introduira un programme d'enregistrement sonore du Nouveau-Brunswick qu'il distribuera afin de sensibiliser le public à la richesse musicale de la province.

(Communications Nouveau-Brunswick)

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Building

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New Brunswick

New Nouveau Brunswick

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Final Report

Building a Strong Positive Image for New Brunswick

The Honorable Roland Beaulieu
Minister
Tourism, Recreation & Heritage
P.O. Box 12345
Fredericton, New Brunswick
Canada E3B 5C3

March 1990

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Note

This report has been written in English by Lippincott & Margulies and translated to French by the Provincial Government translation service.

Part 1 Image Research

This section summarizes the results of the research conducted between July and September 1989 on New Brunswick's image among key audiences. For some, the findings will come as no surprise. For others, the information may be new. In all cases, evidence exists to support all the statements made and our conclusions are based on thorough research and analysis.

The research involved several hundred hours of discussion with individuals and groups, within the Province and in adjacent regions. The Lippincott & Margulies team travelled over 1,000 kilometers within the Province and met over 50 New Brunswick citizens in one-on-one confidential interviews lasting approximately one hour each. We visited all major centers of population, all regions both north and south, and smaller communities such as Shippagan and Grand Manan. During the course of our work, we updated local media on progress and attended several meetings with the New Brunswick Image Steering Committee between August 1989 and February 1990.

Additional research was conducted by Baseline Market Research, Ltd., Fredericton, assisted by D+P. Graphik Ltée, Caraquet. Focus groups involving approximately 60 people were held in six locations to evaluate alternative positioning concepts:

Boston
Toronto
Montreal
Fredericton
Saint John
Caraquet

Mall intercepts involving approximately 120 people were conducted in Fredericton and Moncton to obtain opinions on the existing symbols and imagery used to promote New Brunswick.

The principal research findings fall under five headings and are examined further in the next pages:

1 Verbal Message
2 Visual Message
3 Provincial Pride and Loyalty
4 Public Perceptions in Canada
5 Awareness Outside Canada

Research Finding 1 Verbal Message

No balanced factual statement exists about the Province that can be used consistently as the platform upon which to build a better image.

From our initial round of Province wide interviews we found that while New Brunswickers know their province well, each person interviewed spoke from a special perspective. People in the south tended to ignore the situation in the north and vice versa. In tourism promotion, reference might be made to sandy beaches but the beauty of the salmon rivers might be forgotten. Basic economic facts about the Province as a whole were seldom mentioned, e.g. that New Brunswick exports a higher proportion of its gross domestic product than any other Canadian province. Emphasis was too much on the past to explain the present, and only a few were able to communicate a clear vision for the future.

However, based on the sum of our interviews, certain basic themes emerged, which we term "image dimensions." Taken together, we believe that these dimensions provide an excellent set of headings under which to describe the Province in a more comprehensive way:

Geographic Location
People
Land and Seascape
Business Climate
Lifestyle

We were then able to establish from the interviews major image attributes for New Brunswick in relation to these image dimensions:

Geographic Location	**Atlantic Canada**
People	**Diverse/Friendly/Energetic**
Land and Seascape	**Beautiful**
Business Climate	**Supportive**
Lifestyle	**Special**

Additional information on the development of image attributes and dimensions can be found in Appendix C. At that point, we created a series of descriptive statements about the Province, each with a distinctly different emphasis. These statements combined elements of what New Brunswick is today with what it could be in the future. For example, in one version we tried to suggest that New Brunswick is on the Atlantic frontier to the 21st century. Another version talked about trading patterns and business opportunities. A third emphasized the attributes of New Brunswickers themselves rather than the physical characteristics of the place. Complete statements can be found in appendix D. We then tested these descriptions with small groups of people in six different locations. They were presented in two ways, first without identifying the place described as being New Brunswick, and then later we revealed that it was intended to refer to New Brunswick.

The results were instructive. All four positioning concepts were rejected, although certain particular points were accepted within each one. The general conclusions were well expressed in the summary prepared by Ms. Linda Dyer of Baseline Market Research, Ltd., who acted as moderator for four of the six groups.

"The information collected from each of these groups suggests that the presentation/ approach developed for New Brunswick will have to be realistic, believable and practical. New Brunswick's greatest disadvantage is the perception that its economy and its 'have-not' status overwhelms all other impressions.

The research also suggests that future positioning should be tested with the gatekeepers-- those who get information to the general public. The questionable image of our province will require a finely tuned communication strategy directed at the long term potential for change. According to the groups, New Brunswick's positioning statement has not yet been developed."

That was in late September. We carefully studied the transcripts and reassessed the situation. On the plus side, the research confirmed that the image dimensions and image attributes described on the preceding page were sound. However, people were obviously rejecting any description that did not match their preconceptions of the Province. The image building task thus came more sharply into focus. Perceptions for the most part are lagging behind reality. They must be brought to the present before they can be focused toward what the province can be in the future. To accomplish this positioning platform for New Brunswick it must be very straightforward, simple and factual.

We therefore prepared a revised positioning summary which we are confident provides a sound basis for all subsequent work on image planning.

Positioning Platform

The positioning statements which were tested were structured on the basis of the five key image dimensions. Various approaches were taken to build descriptions around the dimensions. The following positioning platform is based on reaction to these descriptions.

Geographic Location: Atlantic Canada
More than 100 million people live within 1,000 miles (1600 km.) of New Brunswick. Strategically, from a trade point of view, New Brunswick provides a geographical link between Europe, Central Canada and the northeast Untied States. From a tourism point of view, New Brunswick is the gateway to the Maritimes from both the rest of Canada and the USA. It is bordered by the Gulf of St. Lawrence, the Bay of Fundy, Nova Scotia, Quebec, and Maine.

People and Culture: Diverse and Friendly
A diversity of cultural backgrounds provides interesting contrasts from one region of the province to another. New Brunswickers are friendly, resourceful people. New Brunswick is Canada's only province which is officially bilingual: English and French.

Landscape: Beautiful
Diversity and natural beauty predominate. The coastline of the northeast (a shallow shelf with miles of sandy beaches making the water warm in the summer) contrasts with the southern Fundy coast (rough rocky shores featuring the world's highest tides). Inland, New Brunswick has dense evergreen forests. Salmon rivers, among the most prolific anywhere, flow to the north, east, and south coasts.

Protection of forests, rivers, air and ground water is a high priority of the Provincial Government.

Business Climate: Positive and Welcoming
In recent years, New Brunswick's economy has outpaced the region and, in fact, most of the other Canadian provinces, in terms of growth. The four major industries are forestry, mining, tourism, and manufacturing. Agriculture, fishing and aquaculture are also significant sectors. World recognized expertise exists in areas such as forestry management, coated paper production and digital mapping. The Provincial Government exhibits fiscal responsibility.

Lifestyle: Special
New Brunswickers enjoy ready access to varied recreational and leisure opportunities in all seasons. Social services (schools, hospitals, etc.) are of high quality and are available to all residents. Crime rate is low, streets are safe and clean, and housing is more affordable than in many other parts of North America.

Research Finding 2 Visual Message

Visual communications are fragmented and the Provincial Government in particular is not presenting a unified and coordinated look.

We conducted a careful audit of the wide range of print, publications, advertising, signs and other items carrying the New Brunswick name. Over 65 different logos and combinations of logo and symbol are in use. Each Provincial Government department has its own way of doing things. No uniform policies or guidelines exist to control the quality and consistency of the presentation of the New Brunswick name. It is also important to note that with few exceptions the name New Brunswick is subordinate to the names of Departments, individuals or addresses.

We first looked at the main elements of identification and the ways in which they are being used either singly or in combination.

- The New Brunswick flag and crest
- The logotype or typestyle used for the name New Brunswick and Nouveau-Brunswick
- The associated symbols and imagery
- The colors

We found almost every possible variation. Some departments like the Provincial crest. Others, such as the Department of Tourism, Recreation and Heritage, have extracted the ship from the crest as their symbol. The Department of Agriculture uses the violet, which is the provincial flower. Almost all the colors of the rainbow are in use. The variety of paper qualities and weights suggests that few economies are being derived from centralized purchasing and stock control.

Based on our experience in similar situations (and this is not particularly unusual), it is not unreasonable to anticipate recurrent financial savings equivalent to at least 20 percent of annual expenditures on stationery, printing and publications with no loss in quality. Indeed, the average quality should improve.

Other savings, less easily quantified, will almost certainly be derived from adopting a more unified graphic system. Design time for new publications and brochures will be dramatically reduced. Time spent on design matters by administrators, most of whom are unqualified in the field, will be virtually eliminated. The result should be better quality products produced in less time.

Research Finding 3 Provincial Pride and Loyalties

New Brunswickers' pride in most cases is focused on their locality or particular culture. Canada comes second, and consequently for many, the Province comes third in priority.

Our meetings quickly convinced us that New Brunswickers are people with pride in their Province, but for at least two-thirds of the population it is focused on special components within the Province. For example, the Acadian flag is displayed prominently on the Acadian peninsula. In the City of Saint John, local expressions of pride are about the city itself. Similarly, wherever we travelled, pride is generally localized.

Our conclusions were summarized in the following chart which was presented to the Steering Committee in August:

Loyalties	**Priorities among:** Strongly differentiated cultural groups, e.g. Acadians, Loyalists, Native Peoples. Approximately 60-70% of population	Remainder of English speaking population. Approximately 30-40% of population
To Canada	2nd	2nd
To New Brunswick	3rd	1st
To Local Culture	1st	3rd

It can be noted that these findings are in line with the results of a Maclean's/Decima survey published in January 1990. The consequence of this finding is important. Ways must be found to harness local pride to help build the Provincial image. At the same time, people in each locality must raise their sights and appreciate that a better image of the Province itself will in turn benefit each and every place and person. There is a mutuality of interests.

Research Finding 4 Public Perceptions in Canada

Perceptions in the rest of Canada, outside the Province and the Maritimes, are dominated by an economic image of the "have not" province.

In the limited number of one-on-one interviews with Canadians outside the Maritimes, people hinted at the suggestion that New Brunswick is a disadvantaged province. Canadians who did not have personal connections with the Province gave the impression that the rest of Canada, and the wealthier provinces in particular, are subsidizing New Brunswick.

In the focus groups, the message was harsher, presumably because participants felt protected by the anonymity of the research. As soon as the name New Brunswick was introduced, even if the preceding discussion had been upbeat, people became quite hostile. How could anyone suggest that New Brunswick might be a pleasant place to live or to visit?

In subsequent discussions with those conducting the research and with certain members of the Steering Committee, it became clear that these negative public perceptions are quite widely held and cloud New Brunswick's image in the rest of Canada. Similar results had come from earlier research by the Department of Tourism, Recreation and Heritage in Ontario and Quebec. However, follow-up surveys by that department have shown some improvement regarding the image of New Brunswick as a vacation destination.

Since both Ontario and Quebec are important markets where many Canadian opinion leaders live, public perceptions in the rest of Canada are a critical aspect of the image problem.

Research Finding 5 Awareness Outside Canada

General awareness of New Brunswick outside Canada is limited to New England.

The Canadian/U.S. Free Trade Agreement creates mutual opportunities for increased trade between the two countries. Yet, we found that few people outside New England have even heard of New Brunswick or know where it is. The good news is that the negative perceptions prevalent in Canada do not have to be corrected. The challenge, therefore, is to create awareness about New Brunswick's location, its people and so on, as described in the positioning platform.

Summary

Converting these findings into conclusions, we can summarize the results of our research as follows:

1 **Verbal message**
A balanced, accurate factual description of New Brunswick is needed as the basis for all communications.

2 **Visual message**
A unified visual identity is needed for the Provincial Government to present all visual expressions about New Brunswick in a consistent, quality way.

3 **Provincial pride and loyalty**
A major effort is required with the Province to expand local pride to include the broader image objective of the Province itself.

4 **Public perceptions in Canada**
Another major effort is required to project a more up-beat image about New Brunswick's economic performance and potential, both within and outside the Province.

5 **Awareness outside Canada**
Yet another priority is to build stronger awareness of New Brunswick outside Canada, starting in New England, extending down the Atlantic seaboard and reaching out selectively elsewhere, e.g. in the French speaking world (La Francophonie).

Part 2 concentrates on how to create a unified visual identity and Part 3 suggests some possible ways to build the new image that is so obviously needed.

Part 2 A Unified Visual System

Image research emphasized the need for a straightforward, balanced presentation of New Brunswick as summarized in the positioning platform. This section concentrates on the development of a unified visual system built around the New Brunswick name.

The benefits of a unified visual system are considerable. It will enable the Province to: project a contemporary and more powerful message; provide a focus for Provincial loyalty; raise the quality of Provincial Government print and publications, while at the same time reducing design and production costs; make all advertising work harder to attract trade, investment and tourism; and last but not least, a unified identity will be simpler to manage and control.

Before proceeding, it may be helpful to define the following terms:

Logotype	The typographic expression of a name. The New Brunswick logo is the name 'New Brunswick' or 'Nouveau Brunswick' set in a particular typeface.
Symbol	The graphic representation of an object, an idea or an emotion. Symbols can be literal e.g. NB; or representational e.g. a ship; or abstract e.g. a triangle.
Wordmark	The integration of a symbol within a logotype.
Graphic Imagery	Non-representational graphics including color, used in association with a logotype, symbol or workmark.
Visual System	The organized application of a logotype, symbol, or wordmark in association with other graphic imagery to specific items such as a business card or a sign.

Design Process

Lippincott & Margulies follows a rigorous sequential process in developing a visual system, broken down into a series of key steps with internal reviews conducted between each step. This approach was used to develop the visual system for New Brunswick.

1 Design Criteria
2 Logotype Exploration
3 Symbol Exploration
4 Design Integration
5 Visual System Definition and Refinement

Design Criteria

We first developed criteria against which to evaluate any design solutions:

New Brunswick/Nouveau-Brunswick Logotype

To be presented in both English and French languages, together and alone

To be legible and straightforward

To communicate stature and confidence

To fit comfortably in a subordinate relationship to other logotypes such as those for New Brunswick municipalities.

Graphic Imagery

To be emotionally engaging and forward looking.

Geographic Location

To provide a standard map that shows New Brunswick's location in relation to the major urban centers of Toronto, Montreal, Boston and New York City.

Visual System

To work effectively in black and white as well as in color; on a large scale and small; against dark or light backgrounds; in conservative and promotional settings.

Logotype Exploration

We explored a broad range of typestyles to present the New Brunswick/Nouveau-Brunswick name in a manner appropriate to the design criteria.

NEW BRUNSWICK

Nouveau-Brunswick

NEW BRUNSWICK

NOUVEAU-BRUNSWICK

New Brunswick

NOUVEAU-BRUNSWICK

NOUVEAU-BRUNSWICK

New Brunswick

Symbol Exploration

We studied the results of the research on New Brunswick symbols and investigated many different possibilities for a new symbol for the Province. It soon became evident that no single symbol standing on its own had sufficient meaning and relevance to represent New Brunswick in a balanced way. Four representational symbols scored more or less equally as representing the Province:

A Lion

A Fiddlehead

A Salmon

A Tree

At the same time, the maple leaf was confirmed to be the symbol for Canada and various color combinations including green as the common denominator were well accepted.

Based on our own experience, taken together with this research, we concluded that no symbol standing on its own could be expected to represent the Province. However, since many people outside New Brunswick are ignorant that New Brunswick is in Canada, we concentrated on the maple leaf as a graphic device to be integrated with the New Brunswick logotype and developed a distinctive version with a sunburst rising in its eastern corner.

Maple Leaf Design Exploration

Design Integration

We then integrated logotypes with the maple leaf/sunburst symbol to find the most appropriate combination.

NEW BRUNSWICK

Nouveau Brunswick

New Brunswick

NOUVEAU BRUNSWICK

New Brunswick

NOUVEAU BRUNSWICK

Applications

In conclusion, we prepared a series of demonstration items to show how the visual system will work in practice:

1 Letterhead and business card for the Province

2 Letterhead and business card for the Minister of Tourism, Recreation, Heritage (English language)

3 Letterhead and business card for the Minister of Tourism, Recreation, Heritage (French language)

4 Vehicle license plate

5 Brochure cover

6 Sign system for the Fundy Trail

7 Label system for New Brunswick products

8 Concept design for New Brunswick ambassadors

9 Advertising signatures

10 Location map

Recommended Wordmark

The recommended New Brunswick/Nouveau-Brunswick wordmark presented on its own and in certain applications was then tested against several alternative designs in focus group research. Based on this research, the Image Steering Committee, meeting on March 21, 1990, passed the following motion:

"In view of the findings of the focus group research, the Steering Committee accepts all aspects of the wordmark/signature with a recommendation that Lippincott & Margulies look at re-working the graphic balance of the bilingual version."

We have subsequently adjusted the bilingual version and final artwork has been prepared.

Summary

The key points concerning the proposed wordmark are:

1. The name New Brunswick/Nouveau-Brunswick must be presented in a confident, clearly legible and classic style.

2. No symbol adequately represents the diversity of the Province, but the maple leaf used in association with the name makes foreigners aware that New Brunswick is in Canada.

3. The color green is appropriate, and when used with gold becomes distinctive.

4. Sunshine is a welcome and positive event, associated with warmth and the start of something new. This is attractive, universally understood imagery.

5. In a province where French and English are the two official languages, the logotype used within the Province should include both languages, although separate English and French versions will also be needed.

The wordmark then provides people with the basis for a wide range of image building communications about the Province. These are considered further in Part 3.

From the research conclusions summarized at the end of Part 1, we can logically derive five major image development objectives for the Province:

1 **Verbal message**
To build a balanced image of New Brunswick based upon the facts and realities of today.

2 **Visual message**
To create and implement within the next 18 months a unified visual identity for the New Brunswick Government.

3 **Provincial pride and loyalty**
To generate a greater sense of pride among all New Brunswick citizens, particularly its youth, that this is a "can do" society, determined to succeed and put itself on the world map.

4 **Public perceptions in Canada**
To correct the negative impressions held outside the Province among fellow Canadians

5 **Awareness outside Canada**
To build greater awareness of New Brunswick beyond Canada, starting in New England.

Each of these objectives is now considered in greater detail and specific recommendations are made to move New Brunswick towards the attainment of those objectives.

Objective 1 A Contemporary Image

The first objective is to build an image of New Brunswick based on the facts and realities of today.

The proposed positioning platform serves as the starting point from which to proceed. Culture and heritage have an important place, of course, but this image approach aims to build a more future-oriented image for the Province. The research also indicated that New Brunswickers want and need ways to present a unified and factual story about New Brunswick.

Once a more accurate understanding of the Province is established, the next task is to articulate a vision of the future more publicly. The ground should be prepared among opinion leaders within the Province to express with more precision their thoughts on the kind of society New Brunswick might represent five to ten years from now.

Two examples of communities that appear to have been successful in articulating a vision of the future are Scotland and Singapore. An earlier generation of leaders examined their circumstance and made a clear determination about the direction of their efforts for the future. Today, for example, Scotland under the leadership of the Scottish Development Authority is emerging as a new force within the United Kingdom, attracting new industries and at the same time taking advantage of its strength in more traditional crafts and skills. Similarly, Singapore has established its role in an increasingly crowded and competitive world as a major business center and alternate location to Hong Kong. Both are advertising in the international business press to attract more investment.

Recommendation 1

Appoint a special task force of New Brunswick opinion leaders to create a statement of vision for the future of the Province.

Using the image dimensions already identified, it should be possible to formulate and compare the proposed positioning platform with a second summary statement that expresses each dimension in a more forward-looking way. This will help to establish the continuing agenda for change.

Such a comparison might establish that no significant image shift is appropriate to the geographic attribute that associates New Brunswick with Atlantic Canada.

Similarly, the special lifestyle available in the Province may not change in its fundamentals. With regard to New Brunswick's beautiful land and seascape, the additional thought may be that it is environmentally well managed and protected. Perhaps the greatest changes should be in the attributes associated with New Brunswickers themselves and the business climate of the Province. We would hope that their new found pride in the Province would attract new business, leading to increased prosperity which in turn creates an upward spiral of confidence in their ability to compete effectively in world markets.

The formation of this forward vision is the responsibility of opinion leaders in the Province, including politicians of course, but reaching to a wider group including the media, academics and business people.

Objective 2 A Unified Visual Identity

The second objective is to create a unified visual identity for the Province as rapidly as possible.

Recommendation 2
Adopt the singular new wordmark proposed in Part 2 of this report to identify the Province in all print, publications, signs, advertising and other promotional media.

It should be noted that the completed symbol is incorporated in the name and normally would not be used on its own.

Recommendation 3
Establish a small central unit within the Provincial Government administration charged with responsibility for the coordination and general management of all image development programs.

Such programs would be both within the government departments and extend more broadly to include the private sector.

Resources are limited, and it is clear that the separate efforts of different people, at different times, in different places, is far less effective than a more coordinated effort. However, this is not to suggest that responsibilities should be centralized. On the contrary, image building initiatives are needed by everyone.

Recommendation 4
Develop graphic standards and specifications for the use of the new New Brunswick wordmark and publish them in a visual standards manual.

To exercise effective control, it is essential to have a reference guide which provides technical guidance to printers and others using the wordmark on its color, placement and the basic 'do's and don'ts' of its application.

The alternative is anarchy, with each person using the wordmark indiscriminately. The result will be the destruction of a well researched idea; this must not be allowed to happen.

Recommendation 5
Develop a plan for the introduction of the new wordmark within the next 12 to 18 months in all media controlled by the Provincial government.

Government departments have direct responsibility for a wide array of items carrying the Provincial name. With the help of the central coordinating unit and the visual standards manual, it will be possible to reduce stocks of existing print and publications and organize an efficient low cost transition to the new graphic system. Such a process usually creates unique opportunities to simplify systems, reduce paperwork and thereby generate cash savings, while at the same time improving the quality of production.

Recommendation 6
Establish an image tracking research program to measure annual changes in awareness, attitudes and perceptions among key audiences.

Implementation of the first five recommendations should make all current image development efforts more effective. It then becomes important to build in the essential research discipline to audit the situation each year and provide the evidence needed to maintain the initial momentum.

Objective 3 Greater Provincial Pride

The third image objective is to generate a greater sense of Provincial pride among New Brunswick citizens.

A number of excellent ideas arose from our interviews, as well as from a special session of the Steering Committee, regarding the use of the new wordmark. The initial aim must be to ensure that the Provincial Government itself sets a leadership example in the introduction and use of the wordmark. However, it should not be restricted in use to governmental departments. Ultimately, it should become in effect the personal property of every New Brunswick citizen who wishes to use it.

The emphasis must be on generating widespread use of the wordmark within the Province, but in a controlled manner.

Recommendation 7

Encourage local municipalities and regional authorities within New Brunswick to incorporate the Provincial wordmark into their own promotion and identification programs.

Joint funding of a limited number of tourism and trade development projects might provide the basis for cooperation. Camera-ready art for the new wordmark might be made available free of charge.

Recommendation 8
Develop a special promotion program featuring New Brunswick achievers.

Profiles of successful New Brunswickers should be prepared as the basis for a series of posters for wide distribution, for example in schools, government offices and shopping malls. Such profiles might also be featured on local TV.

Recommendation 9
Make "New Brunswick Day" a more significant celebration to foster Provincial pride.

The new wordmark could be used extensively on such an occasion, tied in for example to the New Brunswick achievers program. Special awards might be presented on New Brunswick Day and publicized in the local press.

Other ideas mentioned in the course of our interviews included an end-of-winter Spring Cleaning Day on which New Brunswickers might celebrate the return of warmer weather and clean up the debris of winter.

Objective 4 More Positive Perceptions in Canada

The fourth objective is to overcome negative perceptions about New Brunswick among fellow Canadians outside the Province and create a more positive attitude.

We believe that high priority must be given to actions to turn the negative impressions about New Brunswick into positives. A carefully targeted and well orchestrated effort is required which enlists the support of leading New Brunswickers to carry the message that New Brunswick understands its strengths as well as its weaknesses and has a plan to make the Province more prosperous and self-reliant. Several recent actions suggest that this objective is already accepted and being acted upon. New Brunswick is said to be "open for business" and new investment is being attracted to the Province at record levels.

Recommendation 10
Publish an Annual Report on New Brunswick's progress and accomplishments.

This might be in the form of a magazine style insert for weekend newspapers and possibly as a videotape.

Each year a different theme might highlight a particular aspect of the Province e.g. its leadership position in forestry management or its bilingual education program.

Recommendation 11
Launch a New Brunswick Ambassador program.

The aim would be to identify and recruit a select group of candidates, including Provincial government ministers, business leaders and expatriate New Brunswickers who would be appointed as image ambassadors and asked to carry the message about New Brunswick.

They would be provided with a briefing package of relevant material and perhaps updated with a quarterly Ambassador Newsletter.

A Junior Ambassador program for high school and university students might also be considered.

Recommendation 12

Organize and sponsor a "New Brunswick Week" in Ottawa annually; and similar events in other major cities such as Toronto and Montreal.

The aim in each case would be to create a series of special events to generate greater awareness about the Province. A food fair might feature New Brunswick produce. The presentation of a New Brunswick Christmas Tree to the Mayor of major cities creates another media event.

These are only a few of the many suggestions made under this heading.

Objective 5 Increased Awareness Outside Canada

The fifth objective is to increase awareness of New Brunswick outside Canada.

Cultural and historical ties exist with New England and the Atlantic seaboard of the United States. Family, as well as trade, connections exist. Boston is the wholesale marketplace for seafood on the Atlantic coast. Many initiatives are already being made to foster better understanding and awareness of the Province, but still more are needed.

Perhaps the most thoughtful comment made to us in the course of our interviews was:

> *"We don't need to think too big. Let's start within the Province, then Atlantic Canada, then Quebec and Boston. Maybe even Boston is too big for us. Maybe it should be Bangor."*

Our research brought to light one particularly relevant set of statistics on media expenditure for tourism promotion in the U.S. market. In 1988, Canada was ranked #1 among foreign countries with US $11.2 million spent on measured media. Ontario was the biggest spending Canadian province with US $3.8 million, well ahead of Alberta with US $3.0 million. Nova Scotia came third with US $2.6 million, and New Brunswick was ranked ninth, behind both Prince Edward Island and Newfoundland/Labrador.

Our aim in all the recommendations contained in this report is to find intelligent low cost ways to convey the message about New Brunswick more effectively. We are emphasizing the need for focus and system as the first priorities rather than dollars. However, consideration is also needed for increasing advertising and promotion budgets to more competitive levels.

Based on our experience, as New York business people travelling to the Province, we must add one further point. The quality of air service between the Province and New England is a serious obstacle to the development of trade and tourism. No matter how much the awareness of New Brunswick is increased in New England and along the Atlantic coast, if people cannot reach the Province on a direct flight, scheduled at a convenient time, then those efforts are in vain. At least one airline must be persuaded to invest the resources needed to build tourism and business traffic, even if it requires special low price fares and promotions to "prime the pump," e.g. special weekend "fly/drive" packages for fishing, hunting or seeing the fall foliage.

Objective 5 Increased Awareness Outside Canada

Provincial Government departments responsible for trade, investment, economic development and tourism all have specific programs and budgets established to achieve their goals.

The new unified visual system will create greater impact because each program will be seen to connect to the other. The examples of the applications of the new wordmark demonstrate how this happens.

In conclusion, therefore, we recommend that high priority be given to the introduction of the new visual system on high visibility items such as Provincial Park signs, Made-in-New Brunswick labelling for export products (e.g. seafood) and vehicle license plates. It is not the wordmark itself but its widespread usage that is the key to success in building a strong positive image for New Brunswick.

In addition to a review of the print and publications of the Provincial Government, Lippincott & Margulies also studied advertising and promotional material from many other places including the following:

Canadian Provinces:

Newfoundland
Ontario
Prince Edward Island
Quebec

United States

Connecticut
Iowa
Maine
New York
Rhode Island
Vermont
Virginia

Other Places

Ireland
Jamaica
Scotland
Singapore

APPENDIX A

STEERING COMMITTEE
CORPORATE IMAGE STUDY

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Executive Director, Marketing
Tourism, Recreation & Heritage

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Pauline Rivard
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Director, Communications
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APPENDIX

B

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Proposal

Project Description

The Development of an Image Positioning and Central Theme to Promote the Province of New Brunswick

Prepared For

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April 21, 1989

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Background

"New Brunswick is one of Canada's least known or understood Provinces. It lacks a clear image or identity in terms of its geography, people or culture. This lack of identity leaves the Province at a competitive disadvantage in terms of attracting economic development, tourism, or the sale of goods and services in external markets. Missing is the positive recognition (sometimes "magic") associated with competitors such as Nova Scotia."

Letter of 17 March 1989

The Province of New Brunswick is rich with unique characteristics, including its beaches and high tides, fishing and seafood, skiing, festivals and friendly people. Tremendous opportunity exists to turn this province into a proud and desirable place to live in as well as to visit.

There is a need to develop communications tools which will provide a mechanism to increase the positive recognition that is missing. This proposal for the development of a positioning, central theme, slogan, corresponding visual expression(s) and executional direction responds to that need.

Objective

The overriding objective will be to develop a positioning and central theme for the image of New Brunswick. This theme will:

- Act as a catalyst and unifying agent in developing a sense of pride within the Province
- Serve as a corporate image in support of the sale of goods and services, attracting economic development, tourism, etc. from external markets
- Assist in the sale of New Brunswick products within the province, including made in New Brunswick logos, etc.

The theme must be extendable in verbal and graphic form to a wide variety of applications, and it must be easy to explain and communicate to all potential users ranging from government agencies to small provincial firms, associations, Atlantic Canada Plus and beyond.

Phase 1 Image Analysis and Positioning

Clearly, the initial step in addressing image analysis and positioning for the Province of New Brunswick will require a careful audit and evaluation of its many existing positive assets that can be promoted. The lack of a provincial identity has been attributed to a diversity of geography, occupation, history, culture and language. However, within these areas also reside the potential aspects of the province, which if properly leveraged, can project an exciting, unifying, unique and persuasive image. The need for Lippincott & Margulies will be to experience firsthand the reality of this environment by personal visits, interviews and discussions, as are outlined below.

Objectives

To establish the image requirements of the various constituencies involved.

To analyze the opportunities for image enhancement.

To determine the basic positioning directions that will meet those needs and take advantage of the opportunities available.

To build consensus among the important participants in the program.

Deliverables

An analysis of the major problems and opportunities revealed from studying existing material for New Brunswick and adjacent provinces and tourist destinations.

A statement of the principal image objectives for development of a central theme.

A set of positioning summaries indicating at least three different directions or themes.

Recommendations on appropriate nomenclature associated with each positioning.

Recommendations on the selection of both paid and free (or sponsored) media channels that will supplement advertising and promotional programs.

Phase 1 Image Analysis and Positioning

Key Steps

1. Interview all Steering Committee members and Advertising Agency executives to determine their needs and expectations from the project.

2. Conduct discussions with opinion leaders representing key areas such as government/legislative, industrial, commercial, business and institutional.

3. Visit several locations of touristic significance and photograph scenes of special interest.

4. Meet a small sample of travel, hospitality and tourism executives.

5. Research the history of the province and the Acadian culture in particular.

6. Assemble and study all research and data available on the province including maps, guidebooks and special research reports.

7. Evaluate promotional items currently in use for New Brunswick and other adjacent states and provinces including the Maritimes, Quebec, Ontario and New England.

8. Draft a series of possible positioning statements and image objectives for presentation to representatives of the Steering Committee. Discussions during this work session will result in 2 or 3 preferred positionings for further development.

Phase 1 **Image Analysis and Positioning**

Timing	Approximately 3 weeks including one full week in New Brunswick for interviews, plus a second 2 day visit to present our initial findings.

Phase 2 Visual Concept Development

The image assets of New Brunswick need to be promoted through a flexible visual system incorporating the central theme and appropriate graphics. The approved positioning concepts will provide the basis for creative ideation and visual exploration to express the central theme.

Objectives

To visualize not more than three alternative positionings selected at the conclusion of Phase 1.

To illustrate each positioning across a sample of items to demonstrate the concept.

To evaluate these concepts against the image objectives established in Phase 1.

Deliverables

A recommended direction, a second alternative and possibly a third concept, based on our preliminary evaluation.

A set of three items in sketch form illustrating each direction. Note that these will not be prepared to a high degree of technical finish, but will be designed to communicate the concept.

- Poster or brochure cover
- Door decal to identify an organization or retail outlet associated with the program
- Lapel badge

An evaluation summary rating each direction against the principal image objectives.

Note: No logotype or symbol design will be undertaken at this point. The name New Brunswick will be set in a standard typeface.

Phase 2 Visual Concept Development

Key Steps

1. Visualize the three best positionings from Phase 1.
2. Review and refine these visual ideas in a wide number of variations for color, tone and style.
3. Apply the best versions of these graphic ideas to 3 specific items as noted under "Deliverables".
4. Present these concepts to the Steering Committee for their input and reactions.
5. Refine one or two directions and prepare the necessary presentation boards for Phase 3 Positioning Research.

Timing

4 to 5 weeks, including one visit after about three weeks for the Steering Committee presentation.

Phase 3 Positioning Research

The finalist concepts will be subjected to quantitative or qualitative attitudinal research to ensure they correspond with the image attributes important to key audiences.

Objective

To obtain feedback from travel agents, local inhabitants and potential visitors on the positive and negative perceptions associated with each positioning concept selected for research.

Deliverables

The preferred direction for each key audience researched.

The principal reasons supporting their preferences.

Indications of negatives to avoid (even within the preferred concept).

Additional ideas to refine and improve the preferred concept.

Key Steps

1. Define the objectives of the research and key audiences.

2. Select the most appropriate mode of research. We anticipate focus groups or mall intercepts will provide the reactions and responses necessary to evaluate the alternative positioning concepts.

3. Determine the number and composition of each of the research groups. For estimating purposes, we assume the following mix of focus groups:

New Brunswick Residents	2
New Brunswick Travel and Hospitality Executives	2
French speaking Canadians outside New Brunswick	2
Visitors from New England and other English speaking Canadian provinces	4
Total	10

If mall intercept research is used, locations will be selected to cover similar audiences.

4. Prepare the questionnaire or guide for the moderator.

5. Conduct the research as defined through a subcontractor selected by mutual agreement.

6. Analyze and present the results.

Note: It is conceivable that some of the research will be delayed until after the logotype design phase, so that the preferred concept can be evaluated with the recommended logotype included.

Phase 3 **Positioning Research**

Timing 3 to 4 weeks.

Phase 4 Logotype and Symbol Design

Key Steps

1. Explore a wide range of typographic possibilities for the logo in black and white.
2. Similarly, explore a range of symbol possibilities.
3. Study the use of logos and symbols in combination.
4. Add color as an additional variable.
5. Evaluate the resulting options and narrow to 2 or 3 possible directions.
6. Refine and test the results on three applications.
7. Present the results for discussion.

Timing

4 to 5 weeks.

Phase 5 Communicating the Plan

Based on the research conducted in Phase 3, the final concept will be chosen for refinement and presentation.

Objectives

To present a communications plan to the Steering Committee for their approval which includes the recommended logotype and symbol.

To support the plan with the evidence gathered during the course of the preceding phases.

To define the programs and prospects required to convert the plan into action.

Deliverables

A final version of the positioning statement and image objectives.

Final art for a logotype, crest or symbol for the Province of New Brunswick that is legible, distinctive and appealing.

A tag line or theme to be used in association with promotional and advertising programs.

A set of 35mm slide transparencies showing the application of the new logotype and tag line on approximately 10 collateral items.

A set of proposed project plans covering the next steps; for example, guidelines for the Advertising Agency and other parties involved in implementation.

Phase 5 Communicating the Plan

Key Steps

1. Interpret the results of the research from Phase 3 to determine the recommended positioning concept.
2. Refine the positioning statement.
3. Apply the new logo to an array of not more than 10 items.
4. Photograph these items as 35mm slides.
5. Prepare a summary report of our recommendations.
6. Prepare a comprehensive presentation of the proposed program which incorporates the creative approach to the chosen concept, a colorful demonstration of the image assets of New Brunswick -- as depicted in suitable photography -- the reasoning and rationale for the activity and a summary of the benefits to be realized.
7. Provide an outline of the specifics to guide the agency's development of a media/promotional plan, along with a summary of next steps.

Timing

2 to 3 weeks culminating with the Steering Committee presentation.

Summary and Budget Estimates

Based on the above process and assumptions, we believe that with the support of the Steering Committee, Lippincott & Margulies can create an exciting and practical communications plan for the enhancement of the image of the Province of New Brunswick. Our best estimate of our professional fees and related expenses is as follows:

	Professional Fees Low	High	Expenses Low	High	Total Low	High
Phase 1 Image Analysis and Positioning	$35,000--	40,000	$5,000--	6,000	$40,000--	46,000
Phase 2 Visual Concept Development	$30,000--	35,000	$8,000--	10,000	$38,000--	45,000
Phase 3 Positioning Research	$30,000--	35,000	$4,000--	5,000	$34,000--	40,000
Phase 4 Logotype and Symbol Design	$50,000--	60,000	$10,000--	12,000	$60,000--	72,000
Phase 5 Communicating the Plan	$20,000--	25,000	$5,000--	7,500	$25,000--	32,500
Timing: 16 - 20 weeks			Grand Total U.S.		$197,000--	235,500

Summary and Budget Estimates

Since these budget estimates are based on present conditions, the fee costs quoted in this proposal to fulfill the assignment as outlined will be effective for a period of 60 days from the date of this proposal. They are stated in U.S. dollars, but may be paid in Canadian dollars as follows.

We request that you provide us with a payment of one third of the fee estimate upon your acceptance of the proposal, one third 30 days later and the balance 30 days thereafter.

This estimate is based on the number of visits, meetings and deliverables specified within this proposal. Any additional visits and deliverables may be billed over and above this estimate.

Project Team

Following is a brief biography of the Lippincott & Margulies senior associates who may be assigned to the project.

George Hafford
Senior Vice President and a specialist in strategic communications planning, Mr. Hafford has been with Lippincott & Margulies for twenty years. He has managed an extensive range of corporate programs including The Standard Oil Company, Meritor Financial Group, Aetna, NYNEX, Caltex, American Express, United Technologies, Allied Corporation, Comerica, FMC, Coca-Cola, Chrysler, Unum, NyLife, Primerica and Trustmark. He has been the project director for work with Petro-Canada, Wood Gundy and other Canadian clients. In addition he has worked in area development with the Greater Baltimore Committee and has an in-depth understanding of the area development operations of various public utilities including PSE&G (Newark).

Steven Gilliatt
Senior Vice President, Creative Director and specialist in visual identification systems and their relationship to corporate marketing and communications has been with the company for five years. His background includes senior design positions at several internationally recognized corporate identification firms. Mr. Gilliatt manages our corporate design discipline including implementation. While at Lippincott & Margulies, he has directed design development for all major clients including: The Standard Oil Company, Nissan, Chrysler Corporation, NYNEX Corporation, Ryder System Inc., Turkiye Is Bankasi, New York Life, Sunoco and Nissan Motors Corporation U.S.A. Mr. Gilliatt holds a BA from Indiana University and an MFA in Design from Yale University.

Robin J.M. Thompson
Senior Vice President. A senior consultant in marketing and corporate communications with extensive experience in developing identity and image enhancement programs for major coporations. Current clients include Bausch & Lomb, Western Union and Wheelabrator. Prior to joining Lippincott & Margulies, his clients included Chase Manhattan Bank, Black & Decker, MCI, Peat Marwick and Bell Atlantic. In London, he was CEO of Allied International Designers for four years and his earlier consulting experience included six years with McKinsey and Company in the UK and West Germany.

He has lived in Australia, West Germany and the U.K. and has travelled extensively in Europe and North America. He holds a BA in Economics from Cambridge University, is a member of The Royal Society of Arts and a director of The Lotos Club in New York City.

Project Team

John K. Grace
Mr. Grace, a Senior Vice President, has extensive experience in advertising, public relations and a variety of communications services at a major multinational advertising agency. He has worked with a wide range of corporations including: Eastern Airlines (U.S. and Canada), Virgin Islands Tourism, Melchers Distilleries, Procter & Gamble, General Foods, Timex, Bristol-Myers and Marine Midland Bank. Mr. Grace is bilingual (French) and has lived and worked in Montreal. He has a BA from Tufts University and a MBA from New York University.

Constance Birdsall
Director, Design Services. Ms. Birdsall is responsible for managing the firm's design department, giving creative direction in all phases of design and implementation. While at Lippincott & Margulies she has directed programs for Bausch & Lomb, Turkiye Is Bankasi, NYNEX Corporation, WestPoint Pepperell and AT&T. Ms. Birdsall holds a BFA from Kansas City Art Institute and an MFA from Cranbrook Academy of Art. She has received several design awards including AIGA awards for her work with the March of Dimes.

Jill S. Gabbe
Senior Vice President and a specialist in corporate marketing, corporate communications and public relations, Ms. Gabbe has been with the company for two years. Her background includes both corporate and public relations agency experience with clients in diverse industries. At Lippincott & Margulies, Ms. Gabbe works with clients to develop effective communications practices in support of corporate identity, including the planning of new identity introduction activities. Specific programs have included: Primerica Corporation, Triangle Industries; The Standard Oil Company and Foster Parents Plan. Ms. Gabbe holds a BA from Suffolk University in Boston and an MA from Villanova University in Philadelphia.

Qualifications

Lippincott & Margulies has extensive background in developing enduring communications practices for a number of Canadian firms across a broad range of industries.

Following is a sample listing of clients. We have included on the next page several of the memorable logos designed specifically for Canadian markets.

The Bay
Canada Trust Company
Canadian Canners
Canadian Imperial Bank of Commerce
Canadian Pacific
Chrysler Canada
Cominco
Hiram Walker
Hardee's (Imasco)
HongKong Bank of Canada/Marine Midland Bank
Loeb Inc. (Provigo)
Maher Shoe
McCormick Bisquit Co.
Molson Breweries
Oshawa/Bonimart
Petro-Canada
PetroFina
Royal Bank of Canada
Steinberg's/Miracle Mart
Wood Gundy
Zeller's Stores

Selected Examples of Logos for Canadian Firms

ROYAL BANK

References

Bausch & Lomb Incorporated
One Lincoln First Square
Rochester, NY 14606

Mr. Franklin T. Jepson
Corporate Vice President
Communications and Investor Relations
(716) 338-6025

Loeb, Inc.
400 Industrial Avenue
Ottawa, Ontario
CANADA K1G3K8

Mr. William Kipp
President
(613) 737-1485

Petro-Canada
150 Sixth Avenue
East Tower, 12th Floor
Calgary, Alberta
CANADA T2P3E3

Mr. Murray Cayley
Director
Research, Marketing and Development
(403) 296-8000

APPENDIX C

Business cards

No uniformity in:

1. Use of provincial Crest (some with the crown, the scroll)
2. Use of provincial Coat of Arms (colour, size)
3. Departmental signature
4. Use of titles
5. Typography
6. Layout
7. Use of colour
8. Paper stock
9. Sizes
10. Use of official languages
11. (Oops, spelling mistakes!)

The usual order is for 250 cards, at an approximate cost of $150 per order. It is difficult to obtain an absolute cost through Central Purchasing as Local Purchase Orders are used for printing orders up to $500.

Cartes d'affaire

Aucune uniformité dans:

1. l'utilisation de l'écusson de la province (certaines avec la couronne, d'autres avec la devise)
2. l'utilisation des armoiries de la province (couleur, dimensions)
3. la signature des ministères
4. l'utilisation des titres
5. la typographie
6. la disposition
7. l'utilisation de la couleur
8. le genre de papier
9. la dimension
10. l'utilisation des langues officielles
11. (Houp! erreurs d'orthographes!)

La commande ordinaire, à un coût moyen de $150, est d'environ 250 cartes. Il est difficile de préciser le coût global au gouvernement par l'entremise de la Centrale des achats puisque les commandes d'imprimerie de moins de $500 sont couvertes par les commandes locales.

On the other hand, 200,000 blank business cards, printed with a four-color symbol on one side would cost $1,370 (plus taxes) and $1,760 (plus taxes) on two sides (Cornwall coated two sides, 10 pt). The changing information (department, name, title, address, telephone number) could then be printed in-house at a mininal cost. In other words, a good quality business card can be provided at a cost of less than 10 cents each instead of the approximate 60 cents now.

The annual estimated savings, based on 2000 government employees using an average of 100 business cards a year could be as high as $100,000 in printing cost alone.

D'autre part, 200,000 cartes d'affaire vierges imprimées avec un symbole quatre couleurs sur un côté coûteraient $1,370 (plus taxes) ou $1,760 (plus taxes) sur les deux côtés (papier Cornwall deux côtés, 10 pt). Les renseignements qui changent, comme le ministère, nom, titre, adresse et numéro de téléphone, peuvent être imprimés par les services internes à un moindre coût. Ainsi, il serait possible d'imprimer une carte d'affaire de bonne qualité à un coût inférieur à .10¢ par rapport au coût actuel d'environ .60¢.

L'économie annuelle prévue par cette mesure, basée sur 2000 fonctionnaires utilisant en moyenne 100 cartes par année, pourrait atteindre 100 000$ en frais d'imprimerie seulement.

Province of New Brunswick
Supply & Services
Buildings Division

Province du Nouveau-Brunswick
l'Approvisionnement
et des Services
Division des édifices

NEIL A. COY, P. Eng.
Assistant Deputy Minister
Sous-Ministre Adjoint

P.O./C.P. 6000
Fredericton, (N.-B.)
E3B 5H1

(506) 453-2239 Bus./Bur.

Province of New Brunswick
Supply & Services
Buildings Division
Design and Construction Branch

Province du Nouveau-Brunswick
l'Approvisionnement
et des Services
Division des édifices
Direction de la conception
et de la construction

Paul A. Leger, P.Eng.
Director/Directeur

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Fredericton, (N.-B.)
E3B 5H1

(506) 453-2140 Bus./Bur.

Province of New Brunswick
Supply & Services
Buildings Division
Design and Construction Branch

Province du Nouveau-Brunswick
l'Approvisionnement
et des Services
Division des édifices
Direction de la conception
et de la construction

Douglas F. Colwell, P.Eng.
Manager, Capital Planning & Central Tendering/
Chef de la planification des biens immobiliers
et des appels d'offres

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E3B 5H1

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Nouveau-Brunswick
Ministère — Approvisionnement et Services
Bureau de traduction
C.P. 6000
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JEAN-SERGE MAILLET
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Province of New Brunswick
Department of Supply & Services
Information Systems Division

Danny Keizer

P.O. Box 6000
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(506) 453-2422

Frederic J. Arsenault
Sous-Ministre
Deputy-Minister

Department of Supply and Services

Ministère de l'Approvisionnement et des Services

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Tel. (506) 453-2504

PROVINCE OF NEW BRUNSWICK
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Assistant Deputy Minister

P.O. BOX 6000
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Department of Supply & Services

Eric M. White
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Province of New Brunswick
Dept. of Supply & Services

Province du Nouveau-Brunswick
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(506) 459-8130 (H)

PROVINCE OF NEW BRUNSWICK

Judy MacWilliam
Supervisor
Data Preparation Control
Department of Supply and Services

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P.O. Box 6000
Fredericton, N.B. E3B 5H1

MINISTER OF ADVANCED EDUCATION AND TRAINING
MINISTRE DE L'ENSEIGNEMENT SUPERIEUR ET DE LA FORMATION

C.P./P.O. BOX 6000, FREDERICTON, N.B. E3B 5H1

NOUVEAU-BRUNSWICK

Ministère de l'Education

Cabinet du Ministre

DEPARTMENT OF AGRICULTURE
AND
RURAL DEVELOPMENT

P.O. BOX 6000, FREDERICTON, N.B.
E3B 5H1

OFFICE OF THE MINISTER

NEW BRUNSWICK
NOUVEAU-BRUNSWICK
CANADA

MINISTÈRE DE L'AGRICULTURE
ET DU
DÉVELOPPEMENT RURAL

C.P. 6000, FREDERICTON
E3B 5H1

CABINET DU MINISTRE

MINISTER OF LABOUR

NEW BRUNSWICK
NOUVEAU-BRUNSWICK

MINISTRE DU TRAVAIL

DEPARTMENT OF HEALTH AND COMMUNITY SERVICES
MINISTÈRE DE LA SANTÉ ET DES SERVICES COMMUNAUTAIRES

OFFICE OF THE MINISTER
CABINET DU MINISTRE

CP PO Box 5100
Fredericton, N.-B.
E3B 5G8

(506) 453-2581

TOURISM, RECREATION & HERITAGE
TOURISME, LOISIRS & PATRIMOINE
NEW BRUNSWICK NOUVEAU-BRUNSWICK

61 1178 (11/85)

DEPARTMENT OF ADVANCED EDUCATION AND TRAINING
MINISTÈRE DE L'ENSEIGNEMENT SUPÉRIEUR ET DE LA FORMATION

P.O. Box 6000, Fredericton, N.B. E3B 5H1
C.P. 6000, Fredericton, N.-B. E3B 5H1

Minister of Supply and Services
Ministre de l'Approvisionnement et des Services
P.O. Box/C.P. 6000
Fredericton, N.B./(N.-B.)
Canada E3B 5H1

77-1295 (3/84)

NEW BRUNSWICK
NOUVEAU-BRUNSWICK
Canada - At Point of Mailing / Au lieu d'expédition

77-1275 (3/84)

NEW BRUNSWICK
NOUVEAU-BRUNSWICK
Canada - At Point of Mailing / Au lieu d'expédition

In addition to a review of the print and publications of the Provincial Government, Lippincott & Margulies also studied advertising and promotional material from many other places including the following:

Canadian Provinces:

Newfoundland
Ontario
Prince Edward Island
Quebec

United States

Connecticut
Iowa
Maine
New York
Rhode Island
Vermont
Virginia

Other Places

Ireland
Jamaica
Scotland
Singapore

APPENDIX

D

REPORT

LIPPINCOTT AND MARGULIES INC.

Interim Report

Progress Report - Image Study

The Province of New Brunswick
Canada

October 1989

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Introduction

Project Mission

Developing an image positioning and central theme to promote the Province of New Brunswick.

Image: The Sum Total of Impressions

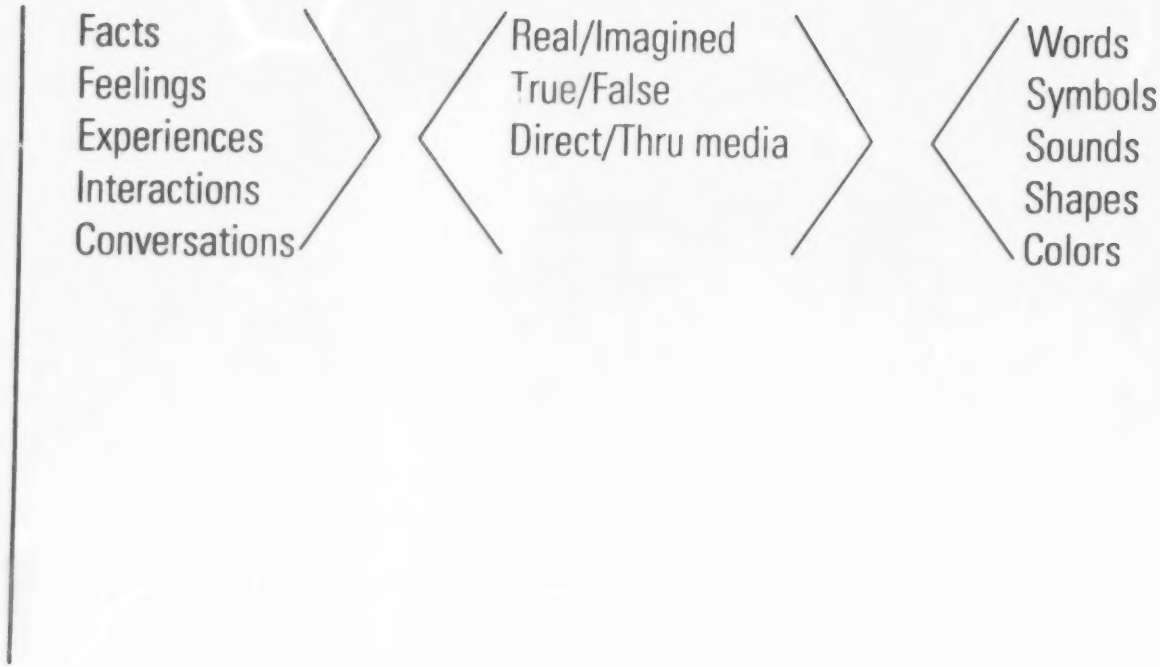


Image Building: Direct Experience

Image Building: Media Driven

Appropriate Media:	**Strategic Tools:**	**Tactical Tools:**
TV	Positioning	Slogans
Press	Nomenclature	Headlines
Direct Mail	Logotypes	Copy
Video	Symbols	Ad Campaigns
Spokespersons	Graphic Systems	PR Programs
Telemarketing		Special Events
		eg. cycle race

Communications Objectives

New Brunswickers

To develop a greater sense of pride within the Province.

Business Community and Investors

To support the sale of New Brunswick products and services and attract investment.

Tourists

To enhance promotion of the Province as a vacation destination.

Approach

Phase 1	Image Analysis and Positioning
Phase 2	Visual Concept Development
Phase 3	Positioning Research
Phase 4	Logotype Design
Phase 5	Communications Plan

Image Analysis - Key Steps

1. Interview all Steering Committee members
2. Conduct discussions with opinion leaders
3. Visit major locations
4. Meet travel, tourism and hospitality executives
5. Study history and heritage
6. Review all research
7. Evaluate current promotional items

Part 1 - Basic Facts

Key facts and information relevant to the development of an image plan for New Brunswick:

Population
Gross Domestic Product
Exports
Transfer Payments
Visitor Statistics
Tourism Promotion
Tourism Income

New Brunswick Population

Total (1987)	712,000	
Workforce	318,000	
Employed	280,000	
Unemployed	38,000	
% Unemployed	12%	

Language:		%
English	450,965	63.6
French	225,590	31.8
Other	9,845	

Population/Square Kilometer	9.9
Major Cities	
Saint John	76,380
Moncton	55,460
Fredericton	44,350
% Total	25%

Ethnic Origin:		%
British	251,315	35.8
French	232,570	33.1
Aboriginal	3,885	0.6
German	3,760	0.6
Dutch	2,900	
Other	207,425	29.6

Government Employment

	1977	1987	Change	
Federal	16,729	16,343	-386	
Provincial	29,100	40,839	+11,73	
Local	4,063	4,387	+324	
Total	49,892	61,569	+11,677	+23.4%

Source: New Brunswick Statistics Agency

New Brunswick Gross Domestic Product

Key Industry Sectors	**1979 $m**		**1984 $m**	
Government, Health and Social Services	782.4		1419.6	
Manufacturing	220.5		982.8	
Construction	461.1		573.9	
Primary Industries	434.5		563.1	
Utilities	179.6		430.4	
Accomodation and Food Services	115.0		169.6	
		% total		% total
Total Goods Producing Industries	1,855.1	36.3	2,562.4	33.9
Total Service Producing Industries	3,251.9	63.7	4,975.6	66.1
Gross Domestic Product	5,107.0	100.0	7,538.0	100.0

Source: The New Brunswick Economy 1989
A Report to the Legislative Assembly

New Brunswick Exports

Major Items	1987 ($000)
Woodpulp	611,501
Newsprint	536,217
Petroleum and Coal	421,522
Fish (including shellfish)	345,370
Electricity	278,802
Metals	117,528
Top 6 Items	2,310,940
Total All Items	2,951,159
Top 6 as % of Total	78.3%

Major Destinations	1987 ($000)	%
USA	1,959.291	66.4
EEC	460.268	15.6
Japan	254.809	8.6
Other	276.791	9.4
	2,951.159	100.0

Source: The New Provincial Economy 1989
A Report to the Legislative Assembly

New Brunswick Transfer Payments

Transfer Payments as Percent of Personal Income

	New Brunswick	Canada
1971	15.9	11.0
1976	19.6	12.3
1981	19.6	11.9
1986	22.2	14.3

Source: Statistics Canada

Tourism Promotion. Comparative Expenditures USA

East Coast States	Ranking	US$000 1988
New York	1	6,389
New Jersey	4	3,973
Pennsylvania	5	3,766
Virginia	6	3,745
North Carolina	9	2,943
Florida	10	2,847
Massachusetts	15	2,170
South Carolina	18	1,449
Georgia	19	1,324
Maine	23	909
Connecticut	26	697

Countries	Ranking	US$000 1988
Canada	1	11,193
Mexico	2	10,560
Jamaica	3	9,972
Bermuda	4	9,714
Bahamas	5	4,235
France	6	3,500
Australia	7	3,318
Canadian Provinces		
Ontario	1	3,800
Alberta	2	2,968
Nova Scotia	3	2,255
Prince Edward Island	7	556
Newfoundland/Labrador	8	425
New Brunswick	**9**	**224**

Source:
Ogilvy & Mather Survey. July 1989

New Brunswick Tourism Income

	1976	1981	1986
Accommodation Receipts ($million)	50.4	77.0	100.0
Restaurant, Caterer and Tourism Receipts ($million)	107.1	167.3	239.6
Combined Receipts ($million)	157.5	244.3	339.6
% Gross Domestic Product	na	4.1%	na

New Brunswick Visitors

Originating from:	1983 number	%	1988 number	%
Ontario/Quebec/Western Canada	517,000	53	525,000	50
USA	302,000	31	368,000	35
Maritimes	155,00	16	158,000	15
Total	974,000	100	1,051,000	100

Transportation Mode	1988 %
Automobile	90
Air	6
Motorcoach	3
Rail/other	1
	100

Purpose of Visit	1988 %
Sightseeing/Touring	51
Visiting friends and relations	25
Passing through	15
Business/convention	6
Other/personal	3
	100

Average Length of Stay 3.2 nights

Source:
New Brunswick
Department of Tourism, Recreation and Heritage

Part 2 - Image Findings

Perceptions and opinions expressed during our interviews on key topics

Importance of the project
Views of Canadians from outside the Maritimes
Views of U.S. citizens (East Coast only)
Views of New Brunswick citizens on New Brunswick shortcomings for vacationers
Views of New Brunswick business people on trade development
Views of New Brunswick citizens on bilingualism and multiculturalism
Views of New Brunswick citizens on quality of life

Image Findings

1 General consensus exists that the image of the Province is weak and should be enhanced.

"To outsiders, the first ten minutes are taken up explaining where we are and the basics about the Province."

Business Leader

"We want to say more clearly who we are and who we want to be."

Prominent Citizen

"We have an inferiority complex. We're always looking to please visitors, instead of just being ourselves. We have a good story to tell but it is not being well told."

Prominent Citizen

Image Findings

1 General consensus exists that the image of the Province is weak and should be enhanced.

"New Brunswick doesn't have it. Surely you know that."

Young Citizen

"This place is one of the best kept secrets, and many of us would probably like to keep it that way."

Middle-Aged Citizen

"I personally feel this Province is just about to take off."

Successful
Business Executive

Image Findings

2 Many Canadians from outside the Maritimes see New Brunswick as a more rural and less prosperous part of Canada.

"I think of the Province as quiet...rural...no big cities...high unemployment."
"New Brunswick is a nice place to visit. It has a slower pace, but I'm a city person. I couldn't live there."
"It's not so industrialized, and economically it's less affluent than other parts of Canada."
"I think of the Province as low key...traditional. Not as economically sound as Ontario...unemployment is quite a problem".

Image Findings

3 U.S. citizens outside New England generally have a profound ignorance about the Province.

"New Brunswick? Tell me. Where is that?"

They are confused and surprised to be told that New Brunswick is east of Maine. Most U.S. citizens think of Canada being north of the USA.

Some people in the New York/New Jersey area immediately assume New Brunswick, NJ is being discussed.

Image Findings

4 *New Brunswickers are rightly proud of their 'picture province.' On the other hand, many of those interviewed realize that the Province has serious shortcomings as a tourist destination.*

"Our roads are bad in many places..."
"We need to improve the quality of service. Young people need to be properly trained."
"We have marvelous seafood but it's not always well served."
"For some reason, I don't fully understand, it's often hard to get good fresh produce here...and expensive."
"Too much of our beautiful scenery is hidden. We need better road signs."
"The place needs a good clean-up."

Image Findings

5 The business people that we spoke with had some simple down-to-earth advice about trade development, particularly with the US.

"Trade is the engine that builds prosperity. For a number of years, the focus has been on building a stronger Canadian economy. Now we're recognizing we have to compete globally and particularly along the Atlantic seaboard."

"A few New Brunswick companies have been remarkably successful. Look at Irving. Look at McCains. We should learn from them."

"We're a province built on natural resources - forestry, fishing, mining, agriculture. We need to find ways to add more value to these products before exporting them."

Image Findings

5 The business people that we spoke with had some simple down-to-earth advice about trade development, particularly with the US.

"We don't need to think too big. Let's start within the Province, then Atlantic Canada, then Quebec and Boston. Maybe even Boston is too big for us. Maybe it should be Bangor."

"When I see the problems businessmen have in New York with unions, drugs, traffic jams and regulations, then I know we have something to sell..."

"For many products, transportation is not a big cost. We have people here willing to work hard but they don't have a job. And we're within easy reach of major markets in the U.S."

Image Findings

6 We were quickly alerted to the issues of bilingualism, but more impressed by the Province's cultural diversity and heritage.

"We are the only bilingual province in Canada."
"Perhaps Switzerland or Belgium are the nearest models for us."
"La Francophonie stretches to Louisiana and Africa."
"Many of us have strong connections with New England and the Boston area."
"You must understand that even among those speaking French, there are several distinct groups."
"To the best of my knowledge, there is no history of the Province currently in print, although we have a fascinating heritage. It's so diverse."
"Don't forget the Indians. They are another part of our culture."

Image Findings

7 *Last but not least, it became clear in many conversations that New Brunswickers feel rich, not in dollar terms, but in terms of quality of life.*

"We have poverty here for sure, but it's not urban/city poverty. We all get by much better than that."
"I can be home from work or out on the golf course in 10 minutes ."
"Many young people are finding the cost of setting up a home in places like Toronto is beyond their reach. Places like New Brunswick are looking increasingly attractive."
"This is a great place to bring up a family."
"This beats Paris, London, and New York, and I've seen them all."

Summary of Key Image Findings

The following image factors were highlighted in our conversations:

Geographic Location
Character and Culture
Landscape and the Environment
Products and Resources
Quality of Life

Current Image

	Self-Image	Image in Upper Canada and New England	Image in Eastern USA south of Boston
Geographic Location	Part of the the Maritimes or Atlantic Canada		Generally unknown
Character and Culture	Specific to locality rather than the Province	Known accurately to some but many think of New Brunswick people as disadvantaged and rural	Generally unknown

Source: Lippincott & Margulies Interviews
July/August 1989

Current Image

	Self-Image	Image in Upper Canada and New England	Image in Eastern USA south of Boston
Landscape and the Environment	Beauty acknowledged but undervalued	Known accurately to some, but not considered as good as Maine, Nova Scotia and Prince Edward Island	Generally unknown
Products	Not fully understood	Little known	Generally unknown
Quality of Life	Appreciated, but undervalued	Generally unknown Understood by a few	Generally unknown

Source: Lippincott & Margulies Interviews
July/August 1989

Desired Image

Geographic Location
Part of Atlantic Canada with direct access to and from New England, the Eastern US Seaboard, Upper Canada and Europe.

Character and Culture
Friendly, intelligent, hard-working people with a diversity of talent and cultural backgrounds including French, Irish, Scottish and English.

Bilingual French and English.

Landscape and the Environment
Beautiful and setting world standards in environmental management, as the result of advanced thinking on land use, economic and tourism development.

Source: Lippincott & Margulies Interviews
July/August 1989

Desired Image

Products

Natural resource based products with significant value added.
Quality food and seafood products.
Electronic products requiring the use of semi-skilled labor for assembly.
Higher and knowledge-based products and services.

Quality of Life

Balanced/Controlled/Maintained.
Good social services available to all.

Source: Lippincott & Margulies Interviews
July/August 1989

Part 3 - Evaluation of New Brunswick Identity

The principal expressions of the identity of the Province have been evaluated against the desired image characteristics:

Provincial Flag, Coat of Arms and Crest
Government stationery and printed material
Tourism: promotional print, advertising and videos
Signs on highways, at provincial parks and information centers
Agricultural produce promotion program

Identity: A Definition

'One-ness'/Unity
Coherence
Integrity/Wholeness

Evaluation of Current Identity

Coat of Arms:
Traditional. Complex. Unsuitable for many forms of reproduction.

Flag:
Heraldic. Distinctive. Colorful. Widely used.

Tourism Symbol: The Ship
Lacks obvious connection with New Brunswick flag and coat of arms.

New Brunswick Logotype:
No distinctive uniform presentation

Evaluation of Current Identity

Provincial Government Stationery and Print System
Fragmented. Complex. Inconsistent. Expensive. Lacks quality.

Department of Tourism. Signing System.
Dull. Dated. Lacks authority and quality.

Department of Tourism. Travel Guide.
Information rich. Variable quality of photographs.
Weak index. Cluttered formats and layouts.

Department of Agriculture. Label System.
Fresh but limited in its impact.

Department of Trade. Brochure
Satisfactory but limited.

Current Identity: Fragmented

The Province of New Brunswick
Unifying Theme:

Flag and Crest: Consistent
Logotype: Variable
Lacking

New Brunswick Tourism	**New Brunswick Trade Development**	**New Brunswick Culture**	**New Brunswick Government**
Ship Symbol/Brown Provincial Flower/Violet	Provincial Crest	Acadian Flag Loyalist Flag Canadian Flag Provincial Flag	Provincial Coat of Arms Provincial Crest

Identity Concept: Unified System

New Brunswick, Canada

General Positioning Attributes
New Brunswick Logotype
Related Imagery
(Flag. Crest. Colors. etc.)

New Brunswick Tourism	**New Brunswick Trade Development**	**New Brunswick Culture**	**New Brunswick Government**
Specific tourism programs	Specific trade development programs	Specific cultural programs	Specific governmental programs
Graphic applications e.g. promotional poster	Graphic applications e.g. promotional poster	Graphic applications e.g. flags	Graphic applications e.g. minister's business card

Part 4 - Principal Conclusions

Local versus National and Provincial Pride

The first challenge is to build a greater sense of belonging to the province, without detracting from the obvious pride in local cultures.

- Within New Brunswick, local pride is a function of culture and heritage, and this applies particularly to Acadians, Loyalists and Native people.

- For anglophones and francophones, Canada rather than New Brunswick is currently the level at which their loyalties converge.

	*Strongly Differentiated Cultural Groups**	*The Rest of the English-Speaking Population*
To Canada	2nd	2nd
To New Brunswick	3rd	1st
To Local Culture	1st	3rd

*Acadians, Loyalists, and Native people. Approximately 60-70% of population.

Assessment by
Lippincott & Margulies
Based on Interviews
July/August 1989

Industrial and Trade Development

We note the absence at this point of a clearly articulated industrial development strategy, although we understand this is in the process of being formulated.

Meanwhile, the following points are clear:

- Today the Provincial economy is heavily dependent on natural resource industries.
- Concern is expressed about the potential conflict between greater industrialization and its impact on the environment.
- The importance of small business initiative is recognized.
- The opportunities created by proximity to the U.S. East Coast market of between 40 and 100 million people are starting to be understood.

Industrial and Trade Development

Our own assessment is that industrial strategy should concentrate on certain specific opportunities and market niches.

- Continued emphasis should be given to adding value to natural resource products.

  Considerable progress has been made in processing raw materials for example, producing paper tissue rather than exporting unprocessed pulp. The next stage is to take greater control of branding and marketing of products aimed at the consumer.

- Focus should be placed on establishing and meeting globally competitive quality standards for all exports, particularly for seafood and agricultural products.

Industrial and Trade Development

- Investment should be encouraged in non-polluting industries and businesses with a high labor content and low cost of transportation - for example knowledge-based industries involving high value-added services, such as software design, research and business consulting.

- Existing industrial plants that are polluting the environment should be put on notice that Provincial standards will be progressively tightened over, say, a ten year period. The 20th-century trade-offs between industrial development and environmental pollution are clearly no longer acceptable nor desirable from our image standpoint.

- The pool of unemployed semi-skilled workers combined with the proximity to major consumer markets should be used as arguments to attract assembly-type operations, for example, for electronic products.

Tourism and Hospitality

We see energetic efforts in a wide variety of situations to build stronger tourism within the Province.

- The Provincial Government through its Department of Tourism, Recreation and Heritage has a staff of 60 people and an annual budget of $4.4 million.
- The city of Saint John has redeveloped their harbour-front and is promoting tourism with a $1 million budget.
- Investment in such tourist attractions as Kings Landing Historical Settlement and the Acadian Historical Village is creating focal points of interest.
- The calendar of local events and festivals is generating interest for local residents as well as visitors from outside the Province.

Tourism and Hospitality

We propose some major assumptions that will have significant impact on tourism in New Brunswick.

- In the immediate future, the majority of tourists will continue to travel the Province by road. Air travel is currently not a major factor.

- A major segment of tourist traffic today (25%) is friends and relatives returning usually to stay privately, but this sector and road-based tourism generally is declining.

Tourism and Hospitality

- At least 15% of out-of-province tourists are travelling through the Province to Prince Edward Island or Nova Scotia or returning from those destinations to their homes. The Province is territory that lies between them and their destination and in their view should therefore be traversed as quickly as possible.

- Middle income tourists are typically taking shorter vacations more frequently. Their quality expectations are high. Travel by road is too time consuming, thus priority should be given to improved air access and fly-drive promotions.

Accessibility by Air

Accessibility by air to New Brunswick from other Canadian provinces appears satisfactory. However, direct air service between New Brunswick and such major U.S. centers as Boston and New York is seriously deficient. This is a major obstacle to the development of both trade and tourism with the Eastern U.S.

- The only direct flights are from Boston in a small, slow aircraft and they are timed to ensure half the day is lost.
- Elapsed time (direct distance 615 miles) to travel from New York LaGuardia to Fredericton or Moncton is typically between 4 and 5 hours including one transfer at Montreal or Toronto.
- Airfares appear uniformly high and compare unfavorably with journeys for example from New York to locations in Maine such as Bangor and Presque Isle.

Air Travel Comparative Data

From New York City	Direct Distance (miles)	Intermediate Stops	Elapsed Time (hours)	Round Trip Coach (US$) Full Fare	Lowest Fare
To					
Fredericton, NB	615	Montreal change aircraft	4 hrs	$656	$197
Saint John, NB	630	Boston change aircraft	4 hrs	$589	$197
Presque Isle, ME	570	Portland same aircraft	2 hrs 43 min	$424	$198
Miami, FL	1,090	Direct	3 hrs	$618	$218

Source: Official Airline Guide and Airlines

Part 5 - Positioning Development

Key Attributes Summary

Geographic Location	Atlantic Canada
People	Diverse/Friendly/Energtic
Landscape	Beautiful
Products	Quality
Quality of Life	Special

APPENDIX

E

BASELINE MARKET RESEARCH LTD.

Focus Group Report

Wave I

N.B. CORPORATE IMAGE PROJECT
FOCUS GROUP REPORT
WAVE 1 RESEARCH

PREPARED FOR:
LIPPINCOTT AND MARGULIES INC.
499 PARK AVENUE
NEW YORK, N.Y.

PREPARED BY;
BASELINE MARKET RESEARCH, LTD.
FREDERICTON, N.B.

NOVEMBER 1989

RESEARCH SUMMARY

INTRODUCTION

In each of the six focus groups, participants were asked for their impressions of the four different positioning statements developed. Primarily, the research was used to test the imagery associated with each statement, the appeal and the believability of the statements as descriptions of New Brunswick.

The following material summarizes key points for each of the six groups.

SAINT JOHN

In this group, the consensus on the positioning statements was that none of them reflected an accurate or total picture of New Brunswick today. The group suggested that a combination of Statements B-2 and D-2, with revisions, would provide the best description of business and lifestyles in New Brunswick. Revisions are needed because the statements are not believable in terms of New Brunswick today. If the issues of language or culture were removed, and the two statements combined, the group could see the possibility of developing a positioning statement to describe New Brunswick five years from now.

Comments from the discussion in Saint John group provide the basis for the following observations:

> Many participants were resistent to change or afraid of change. They enjoy the province and the lifestyle, the quality of life and thoughts of major development may be seen as a threat to their lifestyle.

Participants did not believe that the healthy economy, progressive business environment and range of business opportunities depicted in the positioning statements was an accurate presentation of New Brunswick today.

They did not see New Brunswick as a land of opportunity - one got the clear impression that these people believed that the small business person or entrepreneur could not succeed in New Brunswick.

Participants saw the people of New Brunswick as the major resource of the province. New Brunswick is seen as a land of friendly people. On the other hand, they did not see New Brunswickers as energetic and self-reliant.

They did not support the idea of promoting two of New Brunswick's cultures - they do not want to hear about French and English New Brunswick.

MONTREAL

In the Montreal group one got the clear initial impression that Statement D was the most appealing. Participants were interested and attracted to this statement. However, when they learned that the statement was being used to describe New Brunswick, they lost interest, found it less attractive and did not believe that it was an accurate or true description of the province.

In the first part of this group, there was much interest in the positioning statements as evidenced in the energetic discussion. When New Brunswick was mentioned, the mood of the group changed significantly - they could not believe that these statements described New Brunswick. Participants seemed to have a very different description of the people, the lifestyle and the economy of this province. The following observations can be made from the group discussion:

> According to this group, "New Brunswick is a nice place to visit..but not to live."
>
> The overwhelming impression is that most people think that the economic situation in New Brunswick is extremely poor.
>
> The Quebecer demands an appreciation of language and culture but they also demand a more active lifestyle than New Brunswick seems to offer.
>
> In terms of vacations, the language makes New Brunswick a comfortable place and the ocean makes it attractive.....but it's still boring.

TORONTO

Unlike the other groups which expressed some interest in the positioning statements, the Torontonians in this group were unimpressed and uninterested in the images presented. They found them to be too rural, isolated and questionable in the claims being made.

While this group also was more attracted to Statement D, they found it too idealistic, too good to be true, plastic and a throwback to sixties.

This group noted that "no Canadian would ever believe these statements about New Brunswick."

The following observations were drawn from this group:

> When New Brunswick was identified, this group completely rejected the idea of a healthy New Brunswick economy.
>
> Life in New Brunswick is seen as rural without cities or industry.
>
> This group saw New Brunswick as a nice place to visit: pretty and friendly, a nice place to rest.
>
> Given the diversity of Toronto, the mention of two or three cultures seemed to imply opposition to our multicultural society. One suggested, and others agreed, that promotion of only certain cultures could be seen as racist.

BOSTON

The mood in Boston was quite different than other cities. There was far less discussion about the believability of the statements. The group was initially attracted to the imagery of statements B and D. When New Brunswick was mentioned, they continued to find elements of B and D attractive and they added some elements from A. The rejected C because it was too ambiguous - too universal. They were attracted to the comments about nature, family and lifestyle, environmental issues and business.

The following observations can be made:

In Boston, people had a generally favourable impression of New Brunswick, primarily as a tourist area. Some had visited the province, but few had any substantial knowledge about New Brunswick.

When they looked at the statements, the overall impression was that the place had a certain appeal, but a more basic appeal than was of interest to this group - the imagery was of a place too underdeveloped to be of interest to this urban an audience. This group wants enthusiasm, excitement and interest.

The appeal of nature, the environment and in part Canada were noted. The coast was a positive asset.

This group was generally unimpressed with cultural diversity or annual festivals. They noted all areas offered diversity and festivals - these were no longer strong selling points.

CARAQUET

As in Saint John, the consensus on the positioning statements was that none of them reflected an accurate or total picture of New Brunswick today. The group suggested that a combination of Statements B-2 and D-2, with revisions, would provide the least inaccurate description of business and lifestyles in New Brunswick. A-2 reflected the position for tourism. The group had problems with statements concerning the environment, the idea of harmony, and the differences between the north and the south of the province, especially in terms of economic conditions.

Comments from the discussion in Caraquet group provide the basis for the following observations.

Participants suggested that New Brunswick is cleaner, in an environmental sense, than many other areas, but it is not "unpolluted ".

In the future, small and medium size businesses will build New Brunswick, and these statements do not appeal to those companies.

New Brunswickers are not confident in the economy.

The use of "Acadian" is more suitable than the use of the word "French" in reference to culture, however it should discuss the unique duality of New Brunswick's culture.

New Brunswickers are friendly and live in a natural environment and that should be emphasized.

STEERING COMMITTEE

The positions expressed by the Steering Committee were similar to other groups. They were not attracted to any of the position statements as "the best" reflections of New Brunswick, but they did suggest that Position B-2 was the "least bad".

The consensus of the group was that the position statements were backward looking, placing too much emphasis on the past. They also seemed to believe that emphasis on the two languages and cultures was not appropriate, at this point in time.

The Committee seemed to anticipate a tighter positioning - perhaps even one word - which would be the focal point for New Brunswick.

Unlike some of the other groups, the Steering Committee was asked for their views on how they would like to be able to describe New Brunswick in the year 2000. The following describes the comments given on each of the five elements underlying the development of an enhanced image for New Brunswick:

PEOPLE	Hospitable, progressive, capable, natural, confient, strong, a reliable and stable workforce, proud, friendly and easy going.
LOCATION	Ideally, located, offering access to North America, closer than people think, next door.
LAND AND ENVIRONMENT	Clean, protected, accessible for recreation, unspoiled, scenic and picturesque.
BUSINESS/ ECONOMY	Sophisticated, hi-tech, stable economy, diverse economy and business environment, "open for business" and dynamic.
QUALITY OF LIFE	Clean, unspoiled, affordable, "city in the country", "you can have it all in New Brunswick", ideal, accessible , offering a choice of lifestyles.

The discussion also brought out the point, as with the other New Brunswick groups, that there is an element of concern about development: people like the opportunities afforded New Brunswickers and they are not sure that development will be positive - that it will not significantly alter the positive aspects of life in New Brunswick.

RESEARCH CONCLUSIONS

The information collected from each of these groups suggests that the presentation/approach developed for New Brunswick will have to be realistic, believable and practical. New Brunswick's greatest disadvantage is the perception that it's economy and it's 'have not status' overwhelms all other impressions.

The research also suggests that future positioning should be tested with the gatekeepers - those who get information to the general public. The questionable image of our province will require a finely tuned communication strategy directed at the long term potential for change.

According to the groups, New Brunswick's positioning statement has not yet been developed.

DISCUSSION GUIDES

FOCUS GROUP DISCUSSION OUTLINE
CORPORATE IMAGE PROJECT
IN-PROVINCE GROUPS

1. Introduction - 15 minutes

Introduce and explain room and taping and use of tapes

Spend five minutes or less on introductions

tell me a little about you: what you do for work - the number of people in your household

Describe your favorite place in New Brunswick for me - where is it...how often are you there and why is it your favorite place

What's the best thing or way you can describe New Brunswick

EXPLAIN THE PURPOSE OF THIS PROJECT - WHAT WERE WORKING ON....

EXPLAIN THAT EACH OF THESE FOUR DESCRIPTIONS ARE NOW GOING TO BE USED TO DESCRIBE NEW BRUNSWICK AND WE WANT THEIR REACTIONS

PLAY THE FIRST TAPE.

What's your first reaction or impression?

How does this description fit with your image of New Brunswick ...is it consistent ... does it fit

Why

What's wrong

HAND OUT WRITTEN MATERIAL

Would this type of description of New Brunswick appeal to the people you know?

Using one word, how does this summarize New Brunswick as a place to visit ... to work .... to live

REPEAT FOR EACH TAPED MESSAGE

TO END...

If you wanted to attract tourists to New Brunswick - which of these statements seems the most interesting ..why

If you wanted to attract business to NB which offers the most appeal

If you wanted to promote New Brunswick as a place to live...which has the most appeal

Which of these messages best matches your own vision or image of New Brunswick .. why is that?

FOCUS GROUP DISCUSSION OUTLINE
CORPORATE IMAGE PROJECT
OUT-OF-PROVINCE GROUPS

1. Introduction - 15 minutes

   Introduce and explain room and taping and use of tapes

   Spend five minutes or less on introductions

   Tell me a little about you: what you do for work - the number of people in your household

   (THE FIRST GROUP BEGAN WITH A DISCUSSION OF POSSIBLE TOURIST DESTINATIONS - THAT WAS CHANGED IN SUBSEQUENT GROUPS TO A DISCUSSION OF FACTORS TO BE CONSIDERED IN CHOOISING A PLACE TO LIVE/WORK ECT.)

2. Next we turn to our primary purpose

   explain process

   We are interested in getting your reaction to some descriptions of a place or places...We would like to play four different narratives to you - none is longer than a minute.

   Listen to each description - think about the kind of place being described...I want to know if the type of place being described has any appeal for you...Is it interesting...Do not worry about where it is...I just want to get your reaction to the images being created...

   Play first tape....
   What's your first reaction to this description

   Does this place seem interesting....appealing ...attractive

   If this were a place that you could get to fairly easily.. would this type of a description appeal to you....

   HAND OUT WRITTEN DESCRIPTION - I'd like to have you read this again...can you think of a one or two would statement that could summarize this place for you.

REPEAT THIS PROCESS FOR EACH OF THE FOUR TAPES.

TO END THIS SECTION

Which of these descriptions offers the most interesting description of a place to visit

... a place to live

... a place to build or develop a business

Which description is most appealing to you and why

IN THE NEXT SECTION, ORIENT THE PARTICIPANTS TO NEW BRUNSWICK....AND EXPLAIN THAT EACH OF THESE FOUR DESCRIPTIONS ARE NOW GOING TO BE USED TO DESCRIBE NEW BRUNSWICK AND WE WANT THEIR REACTIONS

PLAY THE FIRST TAPE.

How does this description fit with your image of New Brunswick ...is it consistent ... does it fit

Why

What's wrong

HAND OUT WRITTEN MATERIAL

Would this type of description of New Brunswick appeal to the people you know?

Using one word, how does this summarize New Brunswick as a place to visit ... to work .... to live

REPEAT FOR EACH TAPED MESSAGE

TO END...

Which of these messages best matches your own vision or image of New Brunswick .. why is that?

POSITIONING STATEMENTS

STATEMENT A

The geographic location positions this place close to - but separate from - major areas of urban concentration.

The natural beauty that greeted the pioneers still exists. A rugged wild coastline on the South is contrasted by miles of serene beaches on the North. Inland, the scenery varies from rich farming country and rolling hills to thick forests amid fast flowing salmon rivers.

Today, it represents the new frontier. Its people are self-reliant and determined. They respect and encourage cultural diversity. Each town and city has its own proud history that relates to Loyalist, French and Irish settlers. Their cultures and heritage are celebrated annually in a variety of local festivals and fairs.

The free-spirited and entrepreneurial business environment has produced a healthy economy providing opportunity to develop business and to explore new technologies.

All this makes it an exciting place to be, on the frontier of the 21st century.

STATEMENT B

With the advent of changing trading patterns, this place is uniquely positioned within 1000 miles of over 100 million of the world's wealthiest consumers. It is a natural gateway to and from world markets.

For the city dweller, it offers access to natural splendor - rocky bluffs, warm salt water beaches, forested hills and salmon rivers.

For businesspeople it opens the door to markets and provides special opportunities to add value to products derived from natural resources from land and sea.

For both residents and visitors, the diverse cultures and heritage provide a window on 400 years of North American history.

Bridging the past with the future, combining a modern lifestyle with nature and connecting suppliers with rich markets, it is poised on the threshold of opportunity as the 21st century approaches.

STATEMENT C

Its people are energetic, self-reliant and friendly. They possess a determination to preserve their values, language and culture which is based on their Loyalist, French and Irish traditions. Annual festivals and fairs celebrate their heritage.

The spirit of the people has been molded by the rugged coastline of the South, the sandy beaches of the North and the majestic forests and rivers.

The entrepreneurial spirit of its people has successfully advanced a resource-based economy to one based on manufacturing, processing and exporting to world markets.

The spirit shines brightly today and provides the springboard for future development and prosperity.

STATEMENT D

This is a place where people of diverse heritage and language thrive together while maintaining their cultures.

The people live amidst abundant natural beauty - rugged coast, sandy beaches, thick forests, majestic rivers - and seem to have achieved a certain symmetry with nature. Lifestyles take advantage of nature without destroying it.

Residents of this area have achieved a balance between career and family, work and play, business development and environmental concern.

A healthy relationship exists between a government intent on business development and a growing business community. Open, unrestricted trade policies exist with neighboring states and provinces.

This area provides a future at peace with its past, of man living in harmony with nature and of diverse cultures respectful of each other.

STATEMENT A-2

New Brunswick's geographic location positions it close to - but separate from - major areas of urban concentration.

The natural beauty that greeted New Brunswick's pioneers still exists. A rugged wild coastline on the South is contrasted by miles of serene beaches on the North. Inland, the scenery varies from rich farming country and rolling hills to thick forests amid fast flowing salmon rivers.

Today, it represents the new frontier. New Brunswickers are self-reliant and determined. They respect and encourage cultural diversity. Each town and city has its own proud history that relates to Loyalist, French and Irish settlers. Their cultures and heritage are celebrated annually in a variety of local festivals and fairs.

New Brunswick's free-spirited and entrepreneurial business environment has produced a healthy economy providing opportunity to develop business and to explore new technologies.

All this makes New Brunswick an exciting place to be, on the frontier of the 21st century.

STATEMENT B-2

With the advent of Canadian - U.S. free trade, New Brunswick is uniquely positioned within 1000 miles of over 100 million of the world's wealthiest consumers. It is a natural gateway to and from world markets.

For the city dweller, New Brunswick offers access to natural splendor - rocky bluffs, warm salt water beaches, forested hills and salmon rivers.

For businesspeople New Brunswick opens the door to markets and provides special opportunities to add value to products derived from natural resources from land and sea.

For both residents and visitors, the diverse cultures and heritage of New Brunswick provide a window on 400 years of North American history.

Bridging the past with the future, combining a modern lifestyle with nature and connecting suppliers with rich markets, New Brunswick is poised on the threshold of opportunity as the 21st century approaches.

STATEMENT C-2

New Brunswickers are energetic, self-reliant and friendly. They possess a determination to preserve their values, language and culture which is based on their Loyalist, French and Irish traditions. Annual festivals and fairs celebrate their heritage.

The spirit of the people of New Brunswick has been molded by the rugged coastline of the South, the sandy beaches of the North and the majestic forests and rivers.

The entrepreneurial spirit of New Brunswickers has successfully advanced a resource-based economy to one based on manufacturing, processing and exporting to world markets.

The spirit of New Brunswick shines brightly today and provides the springboard for future development and prosperity.

STATEMENT D-2

In New Brunswick, people of diverse heritage and language thrive together while maintaining their cultures.

The people live amidst abundant natural beauty - rugged coast, sandy beaches, thick forests, majestic rivers - and seem to have achieved a certain symmetry with nature. Lifestyles take advantage of nature without destroying it.

New Brunswickers have achieved a balance between career and family, work and play, business development and environmental concern.

A healthy relationship exists between a government intent on business development and a growing business community. Open, unrestricted trade policies exist with neighboring states and provinces.

New Brunswick provides a future at peace with its past, of man living in harmony with nature and of diverse cultures respectful of each other.

APPENDIX

F

N.B. CORPORATE IMAGE PROJECT

MALL INTERCEPT SUMMARY

PREPARED FOR:
LIPPINCOTT AND MARGULIES INC.
499 PARK AVENUE
NEW YORK, N.Y.

PREPARED BY:
BASELINE MARKET RESEARCH, LTD.
FREDERICTON, N.B.

NOVEMBER 1989

MALL INTERCEPT SUMMARY

Mall Intercept Study

At the request of Lippincott and Margulies, Baseline Market Research, Ltd. conducted mall intercept studies to test the public's reaction to 15 visual images.

Originally, images were to be tested with focus groups. However, no material was available at the time of the groups and the discussion time was occupied by other topics.

Baseline conducted studies in two locations: Fredericton and Moncton. Altogether 120 people were shown the images.

The following material provides a summary of the information collected. The interview schedule used for this project is attached. The questionnaires were used by the interviewers; the respondents were shown the visual images prepared by Lippincott and Margulies.

89538 - MALI INTERCEPT

...And for you, is this design/colour combination positive or negative?

DESIGN	POSITIVE	NEGATIVE	NEUTRAL
LION (OUTLINE)	52	33	15
FIDDLEHEAD	57	30	13
LION (SHADED)	62	24	14
SALMON	88	9	3
OCEAN	55	41	4
VIOLET	59	26	15
TREE	90	7	3
MAPLE LEAF	89	6	5
COAT OF ARMS	83	9	8

COLOUR COMBINATION	POSITIVE	NEGATIVE	NEUTRAL
RED & BLUE	60	33	7
BLACK & ORANGE	51	44	5
GREEN & RED	74	18	8
BLACK & RED	32	55	13
GREEN & WHITE	68	22	10
RED & ORANGE	37	53	10

...Which of these designs/colour combinations do you most associate with New Brunswick?

DESIGN	PERCENT MENTIONED
LION (OUTLINE)	20
FIDDLEHEAD	21
LION (SHADED)	-
SALMON	19
OCEAN	8
VIOLET	9
TREE	17
MAPLE LEAF	3
NONE	2
DK	1
	100%

COLOUR COMBINATION	PERCENT MENTIONED
RED & BLUE	24
BLACK & ORANGE	6
GREEN & RED	12
BLACK & RED	2
GREEN & WHITE	37
RED & ORANGE	8
NONE	6
DON'T KNOW	5
	100%

...Of these designs/colour combinations, which would be most attractive as a symbol/logo for New Brunswick?

DESIGN	PERCENT MENTIONED
TREE	28
SALMON	18
OCEAN	14
VIOLET	11
FIDDLEHEAD	8
LION (OUTLINE)	7
LION (SHADED)	3
MAPLE LEAF	3
NONE	1
DK	7
	100%

COLOUR COMBINATION	PERCENT MENTIONED
GREEN & WHITE	36
RED & BLUE	23
GREEN & RED	11
BLACK & ORANGE	10
RED & ORANGE	10
BLACK & RED	3
NONE	4
DON'T KNOW	3
	100%

FIDDLEHEAD - ASSOCIATIONS

*(64) A fiddlehead.
(11) A fiddlehead; I like to eat them.
(11) A snail.
(10) Fiddleheads and snails.
(2) New Brunswick.
(1) A snake.
(1) Some sort of wicker.
(1) A fiddlehead. But unless you are a New Brunswicker you wouldn't know what it was. Outsiders wouldn't know what it was, sideways it looks like a snail.
(5) Spring.
(1) The inner ear. It sounds like a psychology test.
(1) A plant.
(1) The Craft School.
(1) A rope.
(1) Agriculture.
(1) A salmon.
(1) The Canada Games mascot.
(2) The Saint John River.
(1) A cane.
(3) A seashell.
(1) Nature; sea or woods? It's hard to tell.
(2) A piece of wood.
(1) Seafood.
(2) A violin.
(1) An earring.
(1) A cinnamon roll.
(1) Summer.
(1) Food.
(1) A turkey.
(1) An Arabian water skin.
(1) A Japanese fan.
(1) It's ugly.
(1) A whistle.
(1) It's the most known symbolic food of New Brunswick.
(1) It catches your eye.

* Number of times mentioned.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(1) In New Brunswick tablecloths. It's not widespread.
(1) On pewter.
(1) I've seen it downtown somewhere FredrictonÑ.
(2) I've seen it on tourist information.
(1) I've seen it on pottery and in photographs of New Brunswick.
(1) On a violin, or the moldings on Victorian furniture.
(1) For the festival in Saint John.
(3) Fiddlehead Films.
(1) At UNB, in the UNB paper.
(1) On pictures.
(1) It's a logo for a publication, it's typical for N.B.
(2) It's a logo for produce.
(1) On a commercial, a television interlude.
(2) In grocery stores.
(1) At the N.B. Craft School.
(1) Canada Games.
(5) Yes, but I don't know where.

SALMON - ASSOCIATIONS

(50) A salmon.
(11) A symbol of the fishing industry; it represents a salmon.
(11) A fish.
(3) A cod.
(13) A trout...trout fishing.
(9) Fishing.
(1) Salmon you associate with the Maritimes.
(7) Food.
(1) Fredericton Junction.
(1) The Restigouche, Campbellton.
(4) The Miramichi area.
(2) The sea.
(1) Smelly and slimy.
(1) Water.
(1) Newfoundland.
(1) Wildlife.
(1) Relaxation.
(1) N.B. coat of arms.
(1) Agility.
(1) A fish turning to go after something.
(1) A fishing association.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(1) Signs in the woods.
(1) On brooches and pins.
(8) On fish cans in the grocery stores.
(2) On a hat somewhere.
(1) On television.
(1) At fish stores.
(1) A sign in Ontario.
(5) In hunting books, and fish and game magazines.
(1) On a flag.
(1) In art courses.
(1) I think I saw it on a sign of some sort.
(1) The mascot for the Shippagan Tuna Festival.
(1) On a television interlude.
(1) On Fish Co-operative hats.
(1) It's on the Bathurst city emblem.
(1) At my school.
(2) On a government Dept. of Fisheries pamphlet.
(4) At the Salmon Festival in Campbellton/the statue in downtown Campbellton.
(1) On signs indicating fishing areas.
(1) On wood plaques in craft shops.
(1) It's a logo for something.
(1) Maybe on a letterhead.
(1) On a beer commercial.
(1) At a grocery store maybe.
(1) On a label maybe.
(4) On the provincial coat of arms.
(1) On National Sea Products maybe.
(1) I've seen it in Boiestown; I see it often but especially at places like Boiestown.
(1) A fishing logo in a ranger station.
(1) A sticker on the side of a camper.
(1) I've seen it in the N.B. logo, but the N.B. logo is negative.
(1) At a fisherman's lodge maybe.
(6) Yes, but I don't know where.

VIOLET - ASSOCIATIONS

(44) A flower: poppy, trillium, pansy, daisy, fleur-de-lys, rose.
(25) Cloverleaf.
(12) A flower, it's the New Brunswick grown symbol.
(11) A purple violet.
(2) Mickey Mouse.
(5) The propeller of a ship.
(1) A dog's face.
(4) A children's windmill.
(1) Gardening.
(1) Well it's got 4 leaves and a center bisected by a crescent, I think.
(1) I don't know. Without that thing at the bottom it's sort of like a fan.
(1) Ugly wallpaper.
(1) A floppy disc for a computer.
(1) The forest.
(1) Palm trees, positive this time of year.
(3) A little bear without eyes/teddy bear.
(1) A butterfly.
(1) Groceries; I don't see it that often.
(1) Psychadelic.
(1) Art.
(1) Irish.
(1) A cotton ball.
(1) Agriculture.
(1) A design for an applique for sewing, it's pretty.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(6) I've seen it on commercials.
(4) It's similar to the ones at the Remembrance Day parade.
(2) On milk.
(2) On pins as a N.B. logo.
(1) On Pampers disposable diapers.
(1) On N.B. manufactured things.
(2) At the Dept. of Agriculture.
(1) All over, on no specific product.
(1) A marketing board, I don't know which.
(1) Lantic Sugar has it on a bag, it looks familiar.
(1) I've seen it a lot in promotions for produce.
(7) On N.B. grown products.
(1) At 4-H clubs.
(1) Not exactly, I saw it on some canned fish in the Etobicoke Mall in Ontario.
(1) On the N.B. coat of arms.
(1) I've seen drawings of flowers like that in drawing books. I used to paint.
(4) On potatoes and tomatoes from the Atlantic provinces.
(1) On television interludes.
(1) On television commercials for blueberries and strawberries.
(1) The A & W bear.
(1) On products made in Atlantic Canada.
(5) Yes, but I don't know where.

LION (SHADED) - ASSOCIATIONS

(76) Lion.
(2) Egypt, because of the feet.
(5) Wildlife and strength; not very ferocious.
(1) Wall hangings.
(2) A tiger.
(2) Simond's lion, the Lion's Club.
(14 A safari hunt, a zoo.
(2) Fear.
(2) It's usually on various flags, don't you think?
(1) The coat of arms of Canada.
(1) Encephalitis. The Nightingale Research Foundation.
(10) The jungle.
(1) An old friend.
(5) The Shriners' Circus (a circus).
(4) It looks like the lion on the N.B. flag.
(1) The cowardly lion of The Wizard of Oz.
(5) Africa.
(1) A lion with a dog's face.
(2) It's too dark.
(1) A mountain lion.
(2) Courage.
(1) I don't like the design, it's a sickly looking lion.
(2) Wild animals.
(1) The French emblem.
(2) England.
(3) Strength.
(1) I don't like it. A black lion, that large and that powerful.
(1) King of the world.
(1) Terrible quality of the print.
(1) Metro Goldwyn Mayer / Mary Tyler Moore.
(1) Superior qualities, but I don't like the walking position.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE ELSE DID YOU SEE IT?

(1) In a gun book maybe.
(2) Just the head; on a MGM movie, of course it's front on there, not a side view.
(1) I've seen it on a cigarette package or something like that.
(5) In books.
(4) It's on the N.B. flag.
(2) On a flag.
(1) At the Lions Club.
(1) I've seen statues.
(1) An insurance company.
(1) In a tavern in Nova Scotia.
(1) On T-shirts.
(1) It looks familiar; a CBC vignette.
(1) We see lots of pictures of wildlife, it's on a coat of arms, not sure which one.
(1) In movies and on coats of arms.
(1) On an emblem, a coat of arms.
(1) The tattoo on my arm.
(5) Yes, but I don't know where.

OCEAN - ASSOCIATIONS

(55) An ocean storm.
(10) The ocean.
(8) Surf and waves.
(7) The Fundy coast/Bay of Fundy.
(7) A painting of some kind.
(3) Jesus calms the storm/Biblical images.
(1) Tides, the Great Lakes.
(2) It reminds me of sailing ships.
(5) The Atlantic Ocean.
(1) Cold.
(1) Grand Manan, that's what it was like when we crossed.
(1) The ocean - Saint John.
(1) Ocean, water, the Maritimes.
(1) It sort of reminds me of a McCaskle. He's a photographer. He photographed the Bluenose on your dime.
(1) Dismal.
(1) Grand Lake.
(2) Fishing.
(2) The ocean, calm, peaceful, relaxing.
(1) Chaleur Bay.
(1) Nova Scotia.
(1) A ferry crossing.
(1) A powerful picture.
(1) Nature, outside outdoors.
(1) Water resources.
(1) A seashore or strait; I wish I was in Florida.
(1) It fits the Maritime heritage, it might make a good logo if it was more stylized.
(1) Miscou harbour; the clouds make it negative.
(1) Prince Edward Island.
(1) It's not around here. It reminds me of the tidal bore; people come here expecting to see this and all they see is a little ripple of water.
(1) Power, because it can be destructive.
(1) Something you'd see promoting tourism. They show beaches and ocean.
(2) Seasickness.
(1) It looks like a great big river with a little ripple of water.
(1) Adventure.
(1) Roughness and toughness.
(1) Peggy's Cove on a dark windy day.

(1) My childhood in Shediac Bay.
(1) Sunrise and sunset.
(1) The planet earth.
(1) New Brunswick from an artist's point of view.
(1) A cabin in Newfoundland, the coastal waters of Newfoundland.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(7) In a picture.
(1) On television.
(16) In a painting.
(2) Probably on television advertising something, I don't know what.
(2) In marine books.
(1) Something out of a movie.
(1) On a can of salmon or sardines.
(1) In catalogues.
(1) On the news.
(2) Yes, but I don't know where.

LION (OUTLINE) - ASSOCIATIONS

(35) It's on the N. B. flag.
(19) N.B. emblem, coat of arms.
(1) The N.B. or N.S. coat of arms.
(8) A flag/emblem.
(1) The N.B. emblem; it's scary looking and ugly.
(8) A red lion. British emblem.
(1) N.B. crest. I don't know why they have a lion on the N.B. flag. People here are not lions - they're sad, not pathetic. New Brunswickers are sad, not like the people in Alberta. It's too bad because N.B. has a lot going for it, but it's like they placed a shroud over the whole province. It shouldn't be a lion - maybe a sleeping camel.
(1) Maybe N.B. products. I can't recall if I've seen it before. I think of Canadian.
(2) The flag of Scotland.
(1) Is it on the Prince Edward Island flag?
(1) Knights.
(4) A lion.
(2) A bobcat.
(1) A griffin.
(2) It's for a tavern, like the Lion's Head Tavern.
(4) The royal lion.
(1) It looks like Hatfield.
(1) A fiery lion.
(4) Chinese/dragon.
(2) On beer.
(2) The devil.
(1) Lion's Club.
(1) The sign on the mustard can.
(1) A stylized animal of some kind, not sure what kind.
(1) It's also on the Bathurst shield.
(1) It looks like the symbol for Ferrari.
(1) A beast.
(1) A monkey.
(1) Power.
(1) A Canadian ensign.
(1) A shrine with four corners.
(1) My fiance uses this symbol as a graphic artist. It looks very old, a legacy from the old country.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(14) It's on other coats of arms/flags.
(1) It's on the N.B. or the N.S. coat of arms.
(24) It's on the N.B. coat of arms/flag.
(1) It's on the British coat of arms.
(1) It's on Irish shields.
(3) On a beer bottle.
(1) A lion rampant.
(1) On money.
(1) On tourism stuff.
(1) It's on the emblem of the Earl of Brunswick, the namesake of the province.
(2) I've seen similar things on family crests.
(1) On "The King and I".
(2) In books.
(1) When I was taking karate they had it on boards in the school.
(1) In school.
(1) On films.
(1) On something Chinese.
(1) In the drugstore in Saint-Antoine.
(1) An English or Scottish or Welsh lion.
(1) The symbol at the Red Lion Tavern.
(1) At the Lions Club.
(8) Yes, but I don't know where.

MAPLE LEAF - ASSOCIATIONS

(37) A maple leaf.
(28) Canada.
(23) The Canadian flag.
(15) A maple leaf - Canadian.
(2) A leaf (an oak leaf).
(2) The Toronto Maple Leafs.
(1) It's a 3 church maple leaf.
(1) The British Columbia flag. They have huge leaves on the trees out there.
(2) The New Brunswick maple leaf.
(2) Mike Pearson. He was the goober what introduced this thing on the flag.
(1) Pierre Trudeau.
(1) N.B. and Canada.
(1) The Union Jack.
(1) The futility of politics.
(1) Nova Scotia.
(1) A hockey shirt.
(1) Political Canada.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(49) On the Canadian flag.
(10) On Canadian made products.
(9) On a flag.
(1) Petro Canada.
(1) The Canadidan Centennial.
(1) On clothing in PEI for the Canada Games in 1990.
(3) A logo for Canada/symbol.
(1) Canada.
(1) On pins.
(3) On Maple Leaf meat products.
(1) Our maple leaf.
(1) In restaurants.
(1) On commercials for tourism.
(1) In any gift shop.
(1) In books.
(1) On the penny.
(1) On a cigarette package.
(5) On the Toronto Maple Leafs sweatshirt. No, the Toronto maple leaf is a bit different.
(1) On a hockey uniform.
(1) On signs.
(1) Everywhere.
(1) At hockey games.
(1) In some mall.
(5) Yes, but I don't know where.

COAT OF ARMS - ASSOCIATIONS

(59) N.B. emblem, flag, coat of arms.
(26) New Brunswick.
(4) The N.B. or N.S. coat of arms.
(2) England, something English.
(2) Looks like a devilish fellow/satanic.
(1) I don't know, a dragon.
(1) N.B., the Cornelius.
(4) A flag/crest.
(2) Provinces, I don't know which.
(1) Hatfield or McKenna. Is that supposed to be N.B., or one of the Maritime provinces?
(1) The picture province.
(2) Beer, a beer logo.
(1) Lions Club.
(1) It's on the Quebec flag, French, Louisbourg.
(1) A badge for the navy of Japan.
(1) N.B. crest. It might have been appropriate when it first came out but now we're in a transitional stage.
(1) The Prince Edward Island flag or emblem?
(1) A Canadian ensign.
(1) A coat of arms?
(1) Acadia.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(31) The N.B. emblem/flag/coat of arms.
(10) In places in N.B. like museums/public buildings.
(12) On N.B. government things.
(1) On federal projects and buildings.
(1) The old N.B. coat of arms.
(1) Our provice of N.B.
(1) N.B. logos.
(1) The Lions Club.
(1) At Legions.
(2) On road signs.
(4) On a flag.
(4) On rings/pins.
(2) At university.
(2) On maps.
(4) In magazines/books.
(1) On clothing.
(1) On mugs and glasses.
(2) On a fleet of ships.
(1) On crests.
(1) At a Nova Scotia tavern.
(1) Yes, but I don't know where.

TREE - ASSOCIATIONS

(25) A Christmas tree.
(28) A tree, the woods/forests.
(10) A Douglas fir/balsam fir/fir.
(10) A spruce tree.
(8) A pine tree.
(7) An evergreen tree.
(7) A very sick tree. The branches are not very full.
(15) Forestry/pulp and paper.
(4) Irving.
(1) The Conservation Council sent us some information and that was their logo.
(1) Something to do with fire safety.
(1) A tree nursery. I took a workshop there. A tree is big and strong; it's the forests that make Canada.
(2) I'd say B.C., the big trees in B.C., but there are trees in N.B., too. It's Canadian, beautiful scenery.
(1) A few little hills and a log cabin. It's where I'd want to be.
(1) Beautiful.
(1) A painting I tried to do one time.
(1) Picnics.
(1) The environment, the good old days, a cup of tea, sports, camping, good days.
(1) New Brunswick grown.
(1) Winter.

DO YOU REMEMBER SEEING THIS DESIGN ANYWHERE ELSE? WHERE DID YOU SEE IT?

(3) Natural Resourses.
(1) A logo for British Columbia?
(4) A forestry logo.
(2) A forestry symbol; "Smokey says".
(1) It looks familiar, maybe on a commercial on acid rain.
(1) In the Lettraset catalogue probably.
(1) No, it's more west coast.
(3) In books/magazines.
(2) In a painting.
(1) Lebanon Hospital.
(1) The Maritime Lumber Bureau.
(2) I've seen a version of it for the Paraplegic Association; it's got a branch out of it.
(1) In parks.
(6) For Irving/reforestation sign.
(1) In a textbook.
(1) I've seen it in advertisements; it's someone else's logo, I can't remember who.
(1) On wrapping paper for Christmas.
(9) Yes, but I don't know where.

RED & BLUE - ASSOCIATIONS

(14) The U. S. flag/America.
(7) The Canadian flag.
(1) The Maritimes.
(7) Britain/Union Jack.
(1) Blue means the outdoors.
(7) Irving.
(2) Heat and cold.
(13) Liberals and Conservatives.
(8) A flag.
(1) Chevron stations.
(1) I see the blue on fish products.
(8) France
(1) Banks.
(3) Politics, I don't know why. That colour blue I associate with Tory and Liberal. It's the blue in the Quebec fleur-de-lys.
(1) The blue reminds me of Noranda, that's Brunswick Mining.
(2) Some gas company, I don't know which.
(4) The Post Office.
(2) Montreal Canadiens.
(1) Alcan tinfoil.
(1) French and English. I don't know why. French is red and English is blue.
(2) Eastern Bakeries.
(1) Via Rail, SMT buses.
(2) Saint Andrews Cross in N.S.
(1) Cleaning fluid codes.
(1) A basketball team.
(1) Ferry service.
(1) The 649 lottery.
(4) Acadian flag.
(1) Law enforcement.
(1) Progress Insulation.
(2) A seascape or sunset.
(1) Cheers detergent.
(1) Grocery stores.
(1) The blue is Newfoundland...home.
(1) They look terrible on that grey paper and they're the wrong colours.
(1) NB Tel.
(1) Blue Cross and Red Cross.
(1) Esso.
(2) Pepsi.
(1) Kitchen cabinets; it's the 'in' colour this year.

BLACK & ORANGE - ASSOCIATIONS

(15) High school colours.
(10) Halloween.
(10) Boston Bruins.
(9) Fredericton High School.
(7) Germany.
(1) Japan.
(1) Communist.
(1) Hungary.
(2) Russia.
(1) Finland or Czechoslovakia, both hockey countries.
(1) Uniforms, a sport; Hamilton Tiger Cats.
(5) A hockey team.
(2) Awful, Dalhousie football team colours.
(1) Negative colours.
(3) The road, the yellow line and the black pavement.
(1) A number of flags, from Caribbean countries.
(1) New Brunswick; it's on the flag.
(4) Irving uses those colours.
(2) A railway, I don't know which one.
(1) Pittsburgh Penguins.
(2) Sports gear, Adidas maybe.
(2) Clothing.
(3) A bee, a bumble bee.
(1) It reminds me of the forest.
(1) Village Food Stores.
(3) Night and day.
(1) Chicago Black Hawks.
(2) Via Rail.
(3) A school bus, it's good for a caution sign.
(1) Black & Decker.
(2) No, it's depressing, black.
(1) Kent County south.
(4) A danger sign/road sign.
(3) Bombardier, Skidoo.
(1) Checker cab.
(1) A forest company, Abitibi-Price.
(1) Warm and cold.
(1) Los Angeles Kings' uniforms.
(1) The New Democratic Party.
(1) Orange forests and black loam.
(1) A licence.
(1) It's too dark.
(1) It's more dramatic. Not anything in food.
(1) Oriental colours.

GREEN & RED - ASSOCIATIONS

(37) Christmas.
(13) Italy.
(2) Scandinavian.
(1) Greece.
(1) France or Belgium.
(1) Germany.
(4) Green is for the Irish.
(1) N.B colours.
(2) It was used for promotion of N.B.? It's the colours of leaves in the fall.
(4) Stop and go, traffic lights.
(1) Forest green, the red is universal, it gets your eye.
(1) School and flag.
(1) I like them, they're happy colours; candy.
(1) Chevron.
(2 A flag. I don't know which one, Ireland, maybe.
(1) An awful lot of red, isn't it? Green means forestry.
(1) CPR, but I don't know why.
(1) STU and UNB.
(1) England and France.
(1) Canadian.
(1) Hockey teams.
(1) A golf course.
(1) President's Choice food.
(2) A candy cane.
(1) Green means hope.
(1) Grass and flowers.
(1) Co-op.
(2) It's not as good as the first two.
(1) Power.
(1) A stained cloth and an ailing pine tree.
(1) It's earthy, it has an environmental image.

BLACK & RED - ASSOCIATIONS

(1) Black and Decker.
(1) Petro Canada.
(3) Chicago Blacks Hawks.
(1) Black I associate with a sports team colours.
(14) U.N.B. colours.
(7) I don't like black, it's sad.
(2) I hope they don't use black. Black signifies death.
(1) Germany.
(1) A hockey team.
(2) High school colours.
(2) A checkerboard.
(2) Japan.
(1) Russian flag.
(2) No, they don't go together.
(1) The RCMP.
(1) A beat-up old Chevy, old cars.
(2) Licorice.
(1) The Little Rock hockey sweater.
(3) Colours for clothing.
(1) Traffic signs.
(1) A dress code.
(1) The devil.
(2) China because of the red.
(1) Coldness, cold. It's very alive.
(1) Russia and the U.S. together.
(1) Communism.
(1) A red sky and black clouds.
(1) I want a brighter red. Everything I own; mystery and magic, all good things in life.
(1) A flag, I don't know which one.
(1) Anything geared more to the upper class like graphics for a business or furniture.
(1) Indians.
(1) Chimneys.

GREEN & WHITE - ASSOCIATIONS

(1) The pulp and paper mill my father works at in Nackawic.
(8) Ireland.
(1) Chatham in summer. I see a lot of green in Chatham in summer because of the Irish.
(1) Labatt 50, I used to be on a team; those were our colours.
(2) My favourite colours.
(4) Repeating, the green I associate with agricultural products.
(6) Athletics.
(2) Cheerful.
(1) Saint Patrick's Day, don't you think?
(1) Nice. I like them; the green makes me think of Consolidated Bathurst and the white of Stone Consolidated.
(1) British Petroleum.
(1) Natural Resources.
(1) Springtime. The grass is getting greener.
(1) An Arabian flag, Iraq or Iran.
(1) Boston Celtics.
(2) Dept. of Highways.
(2) The new detergents, President's Choice/easy on the environment.
(1) Albert Street School.
(5) The woods and snow, winter colours; this might sell the province.
(1) Spring and winter.
(1) Swedish.
(3) School colours.
(1) Switzerland.
(1) Hartford Whalers.
(1) Spearmint gum.
(2) No, it's worse than the others.
(3) Midland Transport.
(1) Easter, white bunnies.
(1) Kent Building supplies.
(2) Sobey's.
(2) Summer.
(2) Irving.
(1) Saint Thomas University.
(1) The hospital.
(1) A candy cane.
(1) The N.B. Bicentennial.
(1) Floor tiles.
(1) Texaco.

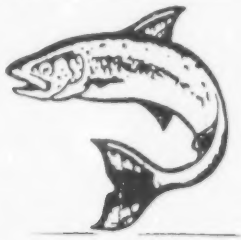
(1) The 1976 NFLD summer games.
(1) The Clover Produce trucks.
(1) Forestry.
(1) Awful taste in colours.
(1) Strength.
(1) Trent University.
(1) Christmas.
(1) Wide open spaces because of the white, bleak and barren; and green forests.
(1) On clothing.
(1) Superiority and cleanliness.
(1) Paint on a house, it would be nice for a house - white with green trim.

RED & ORANGE - ASSOCIATIONS

(5) Fall colours.
(1) An oil company, I don't know which one.
(9) Poor taste. Don't wear these two colours together.
(2) It takes your eye in a positive way. It would be good to introduce a new product with these colours, it catches your eye.
(3) School colours.
(1) I think of McCains but I don't know why.
(1) Clothing. We wear brighter clothing now. We use unusual combinations of colours.
(1) A football team.
(2) Fruit punch, orange juice and grenadine.
(2) Summer.
(1) Dusk and dawn.
(1) I don't know, possibly on a coat of arms.
(1) Save-Easy stores.
(1) Hunting colours.
(1) Caterpillar construction equipment.
(1) On car racing clothes.
(1) New Year's party hats.
(1) Calgary Flames.
(2) Day & Ross.
(2) Not a school colour, the yellow is nice.
(1) Hockey team.
(1) The A & W.
(1) Teenagers, vibrant.
(1) N.B. flag.
(1) The school bus, the lights on the back.
(1) Sobeys.
(1) Cheese on top of a tablecloth.
(1) Food wrappers.
(1) A South African or European flag.
(1) Harmony.
(1) Kitchen cabinets.
(1) Flowers in summer.
(1) Sickness and the deathbed.
(1) Clown colours.
(1) The environment, fire and wood.

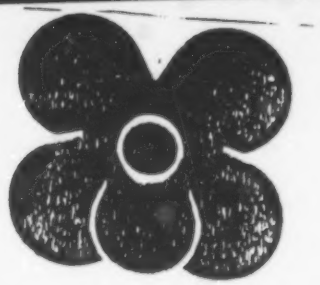
1. What's the first thing that comes to mind when you see this?

1A. Do you remember seeing this design anywhere else? IF YES Where did you see it?



2. What's the first thing that comes to mind when you see this?

2A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

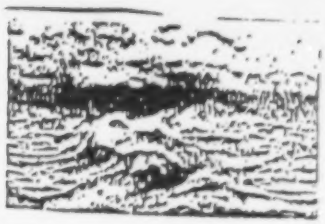


3. What's the first thing that comes to mind when you see this?

3A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

4. What's the first thing that comes to mind when you see this?

4A. Do you remember seeing this design anywhere else? IF YES Where did you see it?



5. What's the first thing that comes to mind when you see this?

5A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

6. What's the first thing that comes to mind when you see this?

6A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

7. What's the first thing that comes to mind when you see this?

7A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

8. What's the first thing that comes to mind when you see this?

8A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

9. What's the first thing that comes to mind when you see this?

9A. Do you remember seeing this design anywhere else? IF YES Where did you see it?

SHOW ALL DESIGNS EXCEPT N.B. LOGO

10. Of these designs...which one do you most associate with New Brunswick? CIRCLE ONE

(1) LION (OUTLINE)
(2) FIDDLEHEAD
(3) LION (SHADED)
(4) SALMON
(5) OCEAN
(6) VIOLET
(7) TREE
(8) MAPLE LEAF

11. Of these designs...which one do you think would be most attractive as a symbol for New Brunswick? CIRCLE ONE

(1) LION (OUTLINE)
(2) FIDDLEHEAD
(3) LION (SHADED)
(4) SALMON
(5) OCEAN
(6) VIOLET
(7) TREE
(8) MAPLE LEAF

RED & BLUE

1. What do you associate with these colours? (PROBE IF NEEDED)...Do they remind you of any company, country or product?

BLACK & ORANGE

2. What do you associate with these colours? (PROBE IF NEEDED)...Do they remind you of any company, country or product?

GREEN & RED

3. What do you associate with these colours? (PROBE IF NEEDED)...Do they remind you of any company, country or product?

BLACK & RED

4. What do you associate with these colours? (PROBE IF NEEDED)...Do they remind you of any company, country or product?

GREEN & WHITE

5. What do you associate with these colours? (PROBE IF NEEDED)...Do they remind you of any company, country or product?

RED & ORANGE

6. What do you associate with these colours? (PROBE IF NEEDED)...Do they remind you of any company, country or product?

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7. Which of these colour combinations do you most associate with New Brunswick?

(1) RED & BLUE
(2) BLACK & ORANGE
(3) GREEN & RED
(4) BLACK & RED
(5) GREEN & WHITE
(6) RED & ORANGE

8. Which of these colour combinations would you find most attractive for a New Brunswick logo?

(1) RED & BLUE
(2) BLACK & ORANGE
(3) GREEN & RED
(4) BLACK & RED
(5) GREEN & WHITE
(6) RED & ORANGE

9. SEX OF RESPONDENT M

F

APPENDIX

G

RESEARCH REPORT
CORPORATE IMAGE STUDY
FOCUS GROUP TESTING

PREPARED FOR:
THE DEPARTMENT OF TOURISM,
RECREATION AND HERITAGE

PREPARED BY:
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MARCH 19, 1990

EXECUTIVE SUMMARY

As a result of testing material from Lippincott and Margulies in Toronto, Montreal, Edmundston, Caraquet, Saint John and Moncton, Baseline Market Research has drawn the following conclusions:

The material from Lippincott and Margulies was described as professional and presentable. It did not generate strong feelings in either a positive or negative sense.

The "look" does present a different image for New Brunswick - more business - oriented than expected.

According to participants, New Brunswick would accept this image - perhaps not enthusiastically - after an initial period. One might also expect that people may be somewhat disappointed - expectations about the image have been raised to a high level - perhaps it would be difficult for any material to match current expectations.

The symbol used within the wordmark generated mixed feelings. A sense of pride because of its association with the country and a sense of disappointment because the wordmark did not have a distinctly New Brunswick identifier.

The galleon is a symbol which most people tie to New Brunswick - it's traditional and comfortable - a tie to our traditions. Some questioned the appropriateness of this as a symbol for the future.

Given the comments received, the overall graphic presentation from Lippincott and Margulies will be acceptable to New Brunswickers. A choice of a maple leaf or galleon would have little effect on the graphics but the maple leaf may represent a more modern image and the galleon a more traditional image.

INTRODUCTION

In early March, 1990, Baseline Market Research Ltd. (Baseline) conducted a series of eight focus groups as a part of its testing for the 1990 in-province and out-of-province advertising campaigns for the Department of Tourism, Rec eation and Heritage (the Department).

During the week prior to the start of this testing, the Steering Committee (the Committee) for the Corporate Image Project (the Project), which was in its final stages of activity, requested that Baseline include the graphic material developed by Lippincott and Margulies (L&M) in its focus group testing. This request was initially referred to the Logo Subcommittee (the Subcommittee) which acted as the Committee liaison with Baseline. That Subcommittee recommended that Baseline test the L&M basic design with three alternative designs incorporating other symbols for New Brunswick.

This report summarizes the research process, beginning with the objectives to be accomplished and the approach employed, followed by the key findings and the conclusions drawn.

RESEARCH OBJECTIVES

Objectives are the cornerstone of any research effort and are often stated in the form of research questions. According to discussions within the Subcommittee, and information contained in Baseline's memo to the Department (March 6, 1990) this research was designed to provide answers to the following questions:

1) What is the reaction of the public within New Brunswick to the material developed by L&M?

2) How does the public within New Brunswick react to the alternative symbols developed by the Logo Committee?

3) What is the reaction of the public in Montreal and Toronto to the material developed by L&M?

Baseline's memo stated that the firm would not state overall preference in relation to the alternative designs - this research was intended to get only a preliminary reading. That memo stated that Baseline would make recommendations at the end of the research process concerning the L&M material.

METHODOLOGY

In all use of focus group research, there should be a note of caution concerning the methodology: focus groups are qualitative, not quantitative research; thus conclusions drawn from this material cannot be generalized to the overall populations. However, this

form of research can provide a solid basis for developing insight and it has become an essential tool in advertising research. Additionally, when the information from focus groups is combined with the experience of people using the information, it can enhance the quality of the decision made and it can provide a basis on which one may be better able to reduce the probability of making an incorrect decision.

DISCUSSION FORMAT

In order to develop the information needed to answer the research questions, Baseline proposed a somewhat different approach for the in-province and out-of-province groups.

In Montreal and Toronto, the discussion of Corporate identity was conducted at the end of the focus groups - after participants had a change to discuss New Brunswick in detail. In the in-province groups, the corporate image discussion was held prior to a discussion of tourism but after a discussion of participants perceptions of how they and others see New Brunswick. The discussion guides relevant to these sections of the groups discussions are included in Appendix 1.

The groups were moderated by Linda Dyer (in English) and Jean Bourgault (in French).

RESEARCH FINDINGS

GENERAL OBSERVATIONS

There was relatively little interest in this project from participants in the groups in Montreal and Toronto. They tended to see this as something of primary concern and interest to New Brunswickers.

From the groups within New Brunswick there was a different reaction - people were interested and they were much clearer on the opinions they expressed.

No one in any group indicated a strongly negative reaction to the work of L&M. There were suggested changes and criticism, but no one saw the use of the symbol as solicitous, patronizing or offensive.

The one common thread running through the New Brunswick groups was that the symbol used in association with New Brunswick was not unique to the province - that it would reaffirm (within province) or establish (in other countries) New Brunswick's relationship with Canada - but it said nothing else about New Brunswick.

If New Brunswickers were to be asked to select a symbol which was appropriate for this province, there would not be a common opinion - although the provincial flower or elements of the crest or the coat of arms

would likely be selected by the majority because of their apparent familiarity . There does not appear to be one symbol which has come to be clearly and immediately associated with New Brunswick.

If one is in a French or predominately bilingual area in New Brunswick, the use of New/Nouveau is essential while in Montreal, Toronto and Saint John, the use of New or Nouveau Brunswick is preferred. If the bilingual wordmark is to be used (and several in each area indicated that there was likely no choice), many felt that the presentation developed by L&M was out of balance, somewhat off-centre and perhaps the stacked format from the tourism guides would be the more suitable.

There were both positive and negative reactions to the gold-green combination. The only colour alternative mentioned was red - both as a substitute for the gold and as a substitute for the green.

In most groups, the consensus was that the material presented by L&M was clean, crisp, business like and professional. No one associated any emotion with the material.

The following material provides a more detailed summary of the information collected.

OVERALL IMPRESSIONS - TORONTO AND MONTREAL

In the focus groups outside New Brunswick, it was obvious that there was little interest in this topic. Even given a lead into the presentation, people were unsure of how they should evaluate this.

In the Montreal groups, people reacted in a somewhat positive way - they saw the material as "nice", they liked the colours, they saw the province as bilingual and they preferred that the language of the letterhead be the language of the letter.

They saw the use of the symbol as a way of connecting to Canada but some expressed reservation about the use of this because it is a Canadian symbol.

In general, there was an unemotional response from Montreal participants.

In Toronto there was more discussion. The impression was more positive. The material was seen positively as "Canadian for New Brunswick". It was described as "straightforward", as depicting "the sun over the east", as serious, a newer style, as political (from the government), as "something that does not look like it comes from fishermen", as upscale, polished, classic/old, as cold, as something that the federal government would send. In general, it would be described as corporate and serious - like something one would expect from a bank. To one the symbol signalled the dawning of a new day for New Brunswick - a good new

image for the province.

The opinions from Toronto were basically similar in both groups.

The material was not reflective of the image these participants had of New Brunswick - it represented a far more serious and business-like image than would be expected.

No one seemed to have any strong reservations about the provincial use of the maple leaf - although one or two people did think that it was clearly a federal government symbol.

IMPRESSIONS OF THE L&M MATERIAL - WITHIN NEW BRUNSWICK

In each group people were initially asked for their impressions of New Brunswick and for what they thought people from other areas said about New Brunswick. Following this, they were made aware of the need for the corporate image study and were shown some examples of the existing letterhead for the different departments. Following this, they were presented with the wordmark developed by L&M and efforts were made to get their initial reactions. The following summarizes some of the reactions within the different areas.

MONCTON

The first reaction in Moncton was that whatever is to be used has to be bilingual - "it's required - it's what we are".

The green reminded several of the forests while another suggested that the colour "doesn't grab your eye".

In both groups there was notation of the connection between Canada and the maple leaf and several suggested that it represented Canada more than New Brunswick - "the symbol for New Brunswick is the boat". "It seems like they're trying to show people that we're a part of Canada".

In the second Moncton group the initial reaction was that the work of L&M represented the "in-image"

(business-like). Others suggested that the image was clean and crisp.

Other comments again suggested that this presentation of New Brunswick with a maple leaf "meant a good connection with Canada - but nothing unique for New Brunswick". For another, the maple leaf was "not just for New Brunswick - it's very Canadian". It reminded another of "the federal-provincial agreements - a government document" and another suggested that this "would be good for use outside but not inside New Brunswick".

The second group also seemed to be very concerned with the graphics in the bilingual letterhead - it's "too busy", "unbalanced", and "someone will ask why 'new' is always before 'nouveau'". Another suggested that they preferred the bilingual letterhead because of the status of the province - "but the longer (unilingual) ones are more attractive". The discussion suggested that a combined presentation (bilingual) suggested unity while the two different wordmarks suggested separation.

SAINT JOHN

While people in Saint John seemed to believe that it would be inevitable that the wordmark would have to be bilingual, the majority wanted to use the separate presentations of New and Nouveau Brunswick.

The first reactions suggested that the material was "nice, but too plain - too business-like, too dull", and "the leaf should be brighter".

As one participant said "I like the ways its done - it's beautiful - but it doesn't say anything about New Brunswick".

Another said "I'm an ardent nationalist - put a maple leaf on anything and I'm sold - I like this".

The visuals for the bilingual version also posed problems in Saint John - the letter style was inconsistent, "you do not read New Brunswick -you're too busy reading only one side, the New - Nouveau". "it should be one or the other - not both". "The government is caught in this - they get so much from the federal government that it will have to be bilingual".

"This says that we're Canadians first and New Brunswickers second - but I'm not sure that the provincial government wants to be sending that message on its letterhead". "It should be New Brunswick first".

The second group initially saw the material as bold, distinctive, indicative of a "bright place", "a part of Canada". It was seen as "nice and simple - not bulky like some". "The sun on the flag might make people think that we are a sunny province".

The second group suggested that the bilingual version was confusing, but less expensive for printing but "it just doesn't do anything for me". Only one in this group favoured the bilingual version.

CARAQUET

In this group there was unanimous preference for the use of the bilingual wordmark. "It represents us the best because New Brunswick is bilingual".

People questioned the use of the maple leaf and concluded that it did confirm New Brunswick as a part of Canada but, as in other groups, there was discussion of the need for something unique for New Brunswick. The flower (violet) and an outline of the map of the province were suggested as possible alternatives. As a result of the discussion, the majority of the group seemed to indicate that they would prefer something other than the maple leaf - something more unique to New Brunswick. The did not dislike the maple leaf - they just said that it was not unique to New Brunswick.

In Caraquet people also questioned why English was always the first language for use (such as in New/Nouveau).

The green represents "our green spaces" but some also felt that the colours were a little bland: "maybe the words should be in red". Later another

suggested that the green "represents one of our natural resources - the forests".

In Caraquet the initial presentation also brought out expressions of concern about the lack of balance in the bilingual version - "it's too long for the height", "I would have put them one on top of the other and I would have encircled it with a map of the province". Seven others in the group supported this idea.

Several expressed reservations about the fact that the symbol was in the middle of the word - it should be in the beginning or the end - not break the word 'New Brunswick'.

EDMUNDSTON

As in Caraquet, the initial reaction was that the wordmark **must** be bilingual (although later some did mention that unilingual letterheads might better correspond to the language of the letter).

The first reaction to the presentation (bilingual) was that it was Canadian and bilingual - "anyone can come here and be comfortable, it's bilingual".

There was quite a bit of discussion on the use of the maple leaf - because it represents Canada - the symbol should describe New Brunswick. It is "nice" but it neither describes nor represents New Brunswick and it should do both. One person

suggested that something more tourist-related, something to do with fishing might better represent New Brunswick. A few others suggested using the New Brunswick crest as a possible symbol.

There was some discussion on the colours ("are they trying to say that New Brunswick is sunny?"); the colours worked well - with the green for the forests. Others suggested that the colours were dull and some changes were needed: red and white or blue and red (which one participant suggested make use of the colours in the flag). "Red for the leaf would add colour and gaiety - New Brunswick is quite gay".

The following summarizes other comments which emerged during the discussion of the different examples developed by L&M.

MONCTON

People in Moncton were not inspired by the letterhead. In one group, when asked how they would react to receiving this letterhead one asked "why the maple leaf - I know I live in Canada".

The license was either "rich, distinctive and American " or "the 1930's and impossible to read". The brochure (which was not available in Caraquet or Edmundston) was too dark - had too much gold on it.

The overall impression was that this presentation

was "very green, rich, classy, smart, professional and intellectual - not poor" in one group and in another group it "symbolizes that we're a bilingual province within Canada - but the colours are plain".

Others also suggested that this is "too Canadian - we need something for New Brunswick".

> **"It's aggressively saying that we are a part of Canada and equal to the rest of the provinces - but it's not saying that we are unique".**

SAINT JOHN

In Saint John the first group had a very unfavourable reaction to the letterhead - it lost the simplicity of the wordmark - the word "New Brunswick" did not stand out.

The license plate was very well received in one group and rejected in another. One suggested that it would be distinctive and bold while another suggested that it "looked like something on an army vehicle". In these groups several noted that New Brunswick had a plate like this several years ago.

> **"If New Brunswick were to be seen as the quintessential Canadian province - all those maple leafs would be great!".**

In general the brochure was seen as dull and drab: "it looks like the inside of a copper mine"?

CARAQUET

When looking at the letterhead, the group again returned to a discussion of the length of the bilingual letterhead - there was no apparent resolution of this issue other than that seven indicated that there should be a "stacked" version as in the tourism literature.

During the discussion of the license plate, there was notation that the plate should be written in such a way that people cannot eliminate the writing of Nouveau Brunswick.

EDMUNDSTON

The idea that unilingual letterheads might be needed came up when participants reviewed the letterheads developed by L&M. They indicated that the bilingual version might require too much space on the stationary and that unilingual versions could correspond to the language of the letter. Another noted that some businesses will not accept your business card if it is bilingual. Seven of the eleven participants, however, favoured a bilingual letterhead.

Another participant suggested that this was like all the other sombre business letterheads that are available today. One noted that the letterhead would need more colour to "catch the eye".

Upon seeing the license plate, the initial reaction

was "it's perfect, it's beautiful". One was impressed because it was just like the letterhead - the same colours. Another said "it speaks - it says that we're not english or french - we're bilingual".

The general consensus was that people liked the presentation.

OVERALL REACTION TO L&M MATERIAL - WITHIN NEW BRUNSWICK

The following provides a summary of the overall reactions of the people within the different areas:

MONCTON

The consensus in Moncton was that any presentation has to be bilingual. However, once this is stated - the views of the two groups differ significantly:

One group was much stronger in its endorsement of the material: "it's rich, smart professional and intelligent" while the other group suggested that the material does what it should do (state that we are a bilingual province within Canada) but it's done in a "plain" way.

In the final discussions in one of the groups in Moncton, the idea of the "political" symbolism of the maple leaf was raised. People mentioned that it was associated with the NDP . Once the political connotation was made, most within that group agreed.

Other groups defined political in a more non-partisan sense - as government.

In general, there was no consensus on an alternative symbol, but most expressed that "the maple leaf is "too Canadian, we need something for New Brunswick". On the other hand, many noted that this would work well outside Canada - in locating New Brunswick and relating it to Canada.

SAINT JOHN

As in Moncton, the reaction of the two groups again differed in the degree of support. One group saw this as rich and distinguished while the other saw it as "a good start but...not very interesting". "It stands out with the maple leaf - I like it". The other suggests that it works - " we are a bilingual province within Canada - but it seems somewhat plain".

As with the other areas, there was an appreciation of the material, but there was also a need expressed by some for a more unique symbol.

When asked if they thought New Brunswickers would accept this as a new way of presenting New Brunswick, most suggested that it would be accepted - it may not be enthusiastically endorsed, but it would also not be adamantly denounced.

CARAQUET

People indicated that the L&M material shows that "they" are making changes - trying to unify things - that we are bilingual.

There was no one who strongly disliked the material - it just that "it is not New Brunswick".

The work is missing a symbol that is unique to New Brunswick.

EDMUNDSTON

It appeared that people in Edmundston shared the sentiments of people in Caraquet: they liked the material and the quality, but it did not have a symbol unique to New Brunswick and that limited the enthusiasm expressed.

The overall impression one can draw from these groups is that people were impressed - to one degree or another by this material, they would accept it and that any complaints would centre on the fact that it did not incorporate a unique symbol for the province.

ALTERNATIVE DESIGNS

In developing these groups it was decided that three alternative designs would be tested to get a preliminary reaction - a preliminary indication of how the public might react to alternative designs. This decision seems appropriate given the apparent interest in some type of symbol which could be considered unique to New Brunswick.

developing this test, Baseline requested that alternatives be developed in the same colours as the L&M work so that, as much as possible, we would be testing the effects of different symbols rather than multiple effects from symbols, colours, possible print and the interactive effect of these. Originally, we also requested that the material be tested within the three different wordmarks, but insufficient time was available for this and all were tested within a New/Nouveau Brunswick.

In this process, each group was shown three alternative designs - the galleon from the provincial flag, a stylized tree and a graphic design representing diversity. The following pages summarize the responses received from the different areas.

CITY	TREE	GALLEON	GRAPHIC
MONCTON	Ugly Childlike Unfinished Poor - cheap We've got more than forestry Could be for only one province	We're in N.B. now It's on the flag - been on the coat of arms for years It's known to N.B. It's comfortable We're fishermen, it suits us It represents how people came to N.B. It's traditional It's always been there - it does not stand out It's very N.B. - the leaf is very Canadian We've always been the same - we have not changed (negative)	What is it? People would look at it - but what does it mean Teepees? Sails? EL? Use your imagination Chinese writing Reminds me of the Australian opera house Trees We're not that modern - that stylized.

CITY	TREE	GALLEON	GRAPHIC
SAINT JOHN	It is a tree or a bell? It's too much like Xmas It's sickly I prefer the maple leaf We're one big forest - we have enough trees It's a wimpy tree It looks like an Ontario Xmas tree	It been our symbol for years We're shipbuilders It says that we were one of the first settlements in Canada It's not clear in gold It's nice - more regional - from the flag We are no longer about ships - it's historical but not today	What does it stand for? Teepee - Micmac Festival - by-the-Sea? Says nothing Like it but it doesn't say anything Looks like: tents, golden arches, ELL A symbol to get Japanese to invest in N.B. It's like something new - but It catches your eye - it depends on what you want

CITY	TREE	GALLEON	GRAPHIC
CARAQUET	Not clear enough - it looks unhealthy I think of Ste Quentin or Kedgwick - we need something more globally N.B. It reminds me of Irving and Fraser	There are no such things in N.B. but it is associated with the province It makes one think of N.B. - we are close to the ocean It does not represent all of the province - it is not unique - it could also be N.S. When I see this I think of N.B. - when I see the maple leaf I think of Canada	That is the U.de M. It's a pyramid I do not like it - I do not like looking at it Looks like a type of teepee What does it represent?

CITY	TREE	GALLEON	GRAPHIC
EDMUNDSTON	It says that we have industry - we have Fraser It reminds me of Xmas trees Not complete - it does not describe N.B. enough We're more than forestry	It stands for N.B. Yes, it's N.B. - we feel that we have seen it. It's part of the N.B. Flag, I like it better than the leaf We (N.B'ers) know this - for others it just means the Maritimes It's (the symbol) is still missing something - this only represents fishing	It doesn't say anything It might be a tree or a boat - but it takes imagination Trees - architecture - I don't know I don't like it - you have to ask yourself too many questions when you look at it

SUMMARY OF FINDINGS - ALTERNATIVE DESIGNS

In reviewing the material from the groups and looking at the tapes, several observations are apparent:

1) First of all, when groups were asked which of the four designs they preferred (including the maple leaf) seven indicated a preference for the galleon followed by the maple leaf. One indicated a preference for the graphic design followed by the maple leaf.

2) The maple leaf was not rejected by the groups - most indicated that they liked the design - they just felt a need for something that was more unique to New Brunswick.

3) However, even those who preferred the galleon did not necessarily see it as a symbol for the future, perhaps not for use out-of-province and perhaps not a symbol unique to New Brunswick - they saw it as something with which they were familiar - something they personally associated with New Brunswick.

4) It was apparent from the discussions that there is not one known symbol that better represents New Brunswick - not one necessarily better than the one selected by L&M - each area may have a symbol that it sees as more appropriate.

OVERALL CONCLUSIONS

First of all, it is apparent that the work being tested was viewed as professional and well done. It did not generate strongly negative feelings within any group. When asked, most felt that this would be accepted by New Brunswickers.

The consistent criticism was that the symbol used was not uniquely identified with New Brunswick - that it was not something people knew. People also did not seem to be able to imagine that this particular design of the maple leaf might become a unique identifier of this province.

There was a strong positive association with the maple leaf and its connection with Canada. People also made the connection between the idea of a rising sun in the east and New Brunswick's geographical position and possible future position in other areas.

The imagery projected in the L&M work is clearly crisp, business-like, professional but somewhat cold - not necessarily images associated with New Brunswick. In external markets it seemed to project a new look for New Brunswick - one which suggests that the province is open for business.

People did not have a positive reaction to the brochure developed - it was seen as too dark to be attractive or alluring. However, the reactions to the letterhead,

license plates and overall presentation were positive.

When asked, one of the participants suggested that "New Brunswickers would accept this material - they'd complain about it for a time, but then they'd accept it".

What has to be gleaned from these groups is a generally positive overall reaction. Participants were presented with a very different look for the province and they were not offended by that look or by the use of the maple leaf as a symbol. If there is a strongly negative reaction to L&M's material in the overall population, there was no evidence of such within this group. As noted, the only significant criticism was that it did not give us something unique to New Brunswick.

There <u>does</u> appear to be a problem with the visual presentation of the bilingual wordmark - most groups commented that it is off-centre, off-balance. Most also suggested that this is "what has to be used in New Brunswick" - although not necessarily what is preferred.

Given the overall response, it appears that the public would accept the work of L&M and that they would give it a positive rating as professional, well designed and business-like. The only disadvantage of the maple leaf, on a local level, is that it is seen as a national symbol - and people might have a difficult

time accepting this as a provincial symbol. On the other hand, those symbols easily associated with New Brunswick were not seen as forward looking or necessarily appropriate for a new image for the province - more comfortable, perhaps, but not necessarily more appropriate.

In the final analysis, it appears that L&M may have developed the approach which brings together the highest number of positive features. If the challenge is to build a new image for New Brunswick - this appears to be an approach which will be accepted within and outside New Brunswick. The probability of success will be greater if the government makes a commitment to make this stylized maple leaf a unique identifer for New Brunswick.

APPENDIX

MODERATOR'S GUIDE
ADVERTISING AND CORPORATE IMAGE GROUPS
MONTREAL AND TORONTO

CORPORATE IMAGE

Now, we'd like to turn to something a little different

The Province of New Brunswick is thinking about changing the way it presents itself to the world - putting together an overall look or presentation -

We'd like to get your impressions of our work....

What's your first reaction to this....

What words sum this up for you

Does this support what you think about New Brunswick.... why or why not

Is there anything that you especially like... dislike about this material

What's your reaction to the wordmark - which do you prefer.... why

Have you every seen anything - a letter or whatever - from your province - how does this compare

If you knew nothing about New Brunswick... what would this say to you about that province.

And just to sum up .... what does this say to you, given what you know about New Brunswick.....

Just sum up your reactions for us . just a couple of words -

MODERATOR'S GUIDE
ADVERTISING AND CORPORATE IMAGE GROUPS
WITHIN PROVINCE

INTRODUCTION

WARM UP

PERCEPTIONS OF NEW BRUNSWICK

My first task tonight is to get you to describe this province for me - we all have visions of our home area that we keep in our head - images that say what a place really is to us - image that you had no more than three or four minutes to describe New Brunswick - imagine that you wanted to let somewhat know what you really thought of this province - how would you describe New Brunswick

Now, tell me how you think someone from another Atlantic province would describe New Brunswick - how would an average Nova Scotian, Islander or Newfoundlander describe "our" province?

Let's do the same thing for someone from Quebec - how would a Quebeccer describe New Brunswick?

What about someone from Ontario - what do you think that they say about New Brunswick - how do they describe us?

Finally, what about someone from the Parries or the West - how would they describe us?

CORPORATE IMAGE

For the past several months, the province has been involved in trying to determine how New Brunswick should present itself to the other parts of the country - to other part of the world and to the people of the province.

This type of effort is known as shaping or developing a corporate image - one look for the province - one look that is the same across all government department - a look that might be on signs for provincial parks - on business letterhead and cards - one way of writing our name - one look for us....

Let's just given you an idea of how things are done today - if you were to get a letter from the Minister of Tourism - it would look like this CITE ALL LETTERHEADS -

Notice that these have different styles of writing - really different images for the province/department.

A part of the purpose of this study is to develop one look - but before we look - remember that this is being developed - and we want to test it on you - to get your honest reaction.....

DISPLAY THE THREE BOARDS WITH NEW, NOUVEAU AND NEW/NOUVEAU....

What's your first impression of this as a way of writing New Brunswick's name?

What words come to mind?

NOW SHOW LETTERHEAD

What does this say to you?

NOW SHOW THE BROCHURE OR LICENSE PLATES.....

What do you think of this?

If New Brunswick's way of presenting itself to the world were this - what do you think?

Describe your overall impression for me?

Does anything stand out - as either good or bad - explore

In a sense - this is a "look" for the province - how does this match with your views of New Brunswick?

As a New Brunswicker, would you like to see your province in these colours - its name written in this way?

If you knew nothing about New Brunswick... what would this say to you about that province.

And just to sum up .... what does this say to you, given what you know about New Brunswick.....

Any other comments on these designs....

ALTERNATIVE DESIGNS

Because these things are still being designed - we'd like to get some reactions to alternatives

ORDER: SHIP
GRAPHIC
TREE

NOTE THAT WE HAVE ONLY THE BILINGUAL - BUT THAT WOULD NOT NECESSARILY BE THE ONLY ONE USED.

Get reactions to each before moving on.....

If this were used, does this day anything different about New Brunswick...does this convey a different impression - the same impression or what?

FOLLOWING A DISCUSSION OF THE THREE NEW ONES ASK WHICH IS THE MOST PREFERRED - WHICH IS THE BEST WAY TO WRITE NEW BRUNSWICK

why is that preferred?